Treasury Board of Canada Secretariat
Secrétariat du Conseil du Trésor du Canada

ANNUAL REPORT TO PARLIAMENT

Crown Corporations and Other Corporate Interests of Canada

2004

Canada

Ce document est également disponible en français.

Also available in alternative formats.

© Her Majesty the Queen in Right of Canada,
represented by the President of the Treasury Board, 2004

Catalogue No.: BT1-15/2004E
ISBN 0-660-19390-6

This document is available at the following addresses:
http://www.tbs-sct.gc.ca
http://publiservice.tbs-sct.gc.ca

105-03522/

Crown Corporations and Other Corporate Interests of Canada

2004

The President's Message

I am pleased to table the *2004 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada*, in accordance with the provisions of the *Financial Administration Act*.

As public institutions, Crown Corporations play an important role in strengthening the economic, social and cultural fabric of Canada. Over the past year, they have continued to make a significant contribution to our society by creating jobs, increasing the value of their combined assets and decreasing their debt obligations. The key to public confidence in their integrity and their capacity to deliver their respective public policy mandates is the accurate disclosure of their activities in reports such as this one.

Important measures have been taken to enhance and strengthen the accountability regime for Crown Corporations. For example, earlier this year the Government announced an interim process for the appointment of Directors, Chairpersons, and Chief Executive Officers, pending completion of a comprehensive review of the governance and accountability framework under which Crown Corporations operate, launched in February 2004. No such review has been conducted in twenty years. It is timely, therefore, that this review be done, particularly in light of improvements to corporate governance, transparency and accountability that are being implemented in the private sector, in other jurisdictions in Canada and in other countries.

Far from following the pack, Canada's Crown Corporations should be leaders in the best practices for effective corporate governance, suited to the challenges of the modern era. Moreover, there is an important role for Parliamentarians to play in overseeing the activities of Crown Corporations. The government's report on governance and accountability, to be tabled in Parliament early in 2005, will be aimed at meeting these goals.

I am confident that the changes the government is putting in place will support the commitment made by the employees, management, and directors of our Crown Corporations to serve Canadians in a productive and cost-effective manner.

Reg Alcock

President of the Treasury Board and
Minister responsible for the Canadian Wheat Board

Table of Contents

I. Introduction 1

II. Overview 3

III. Crown Corporations' Corporate Holdings 23

IV. Other Corporate Interests of Canada 31

V. Lists of Crown Corporations and Other Corporate Interests of Canada 83
- by Ministerial Portfolio 84
- Alphabetical List of Crown Corporations 93

VI. Tabling of Crown Corporations Reports in Parliament 105

VII. Corporate Profiles 115

- Agriculture and Agri-Food 117
  - Canadian Dairy Commission 118
  - Farm Credit Canada 119
- Canadian Heritage 121
  - Canada Council for the Arts 122
  - Canadian Broadcasting Corporation 123
  - Canadian Museum of Civilization 124
  - Canadian Museum of Nature 125
  - Canadian Race Relations Foundation 126
  - National Arts Centre Corporation 127
  - National Capital Commission 128
  - National Gallery of Canada 129
  - National Museum of Science and Technology 130
  - Telefilm Canada 131
- Finance 133
  - Bank of Canada 134
  - Canada Deposit Insurance Corporation 135
  - Canada Development Investment Corporation 136
  - Canada Pension Plan Investment Board 137
- Fisheries and Oceans 139
  - Freshwater Fish Marketing Corporation 140
- Foreign Affairs 141
  - International Development Research Centre 142
- Human Resources and Skills Development 143
  - Canada Mortgage and Housing Corporation 144

Industry 145
Business Development Bank of Canada 146
Canadian Tourism Commission..147
Cape Breton Growth Fund Corporation 148
Enterprise Cape Breton Corporation.......................................149
Standards Council of Canada 150

Infrastructure and Communities 151
Canada Lands Company Limited..152
Old Port of Montreal Corporation Inc......................................153
Parc Downsview Park Inc...154
Queens Quay West Land Corporation 155

International Trade 157
Canadian Commercial Corporation...158
Export Development Canada..159

Natural Resources...161
Atomic Energy of Canada Limited 162
Cape Breton Development Corporation..................................163

National Revenue..165
Canada Post Corporation 166
Royal Canadian Mint 167

Public Works and Government Services 169
Defence Construction (1951) Limited 170

Transport...171
Atlantic Pilotage Authority 172
Blue Water Bridge Authority 173
Canadian Air Transport Security Authority 174
Federal Bridge Corporation Limited, The..................................175
Great Lakes Pilotage Authority 176
Laurentian Pilotage Authority 177
Marine Atlantic Inc...178
Pacific Pilotage Authority 179
Ridley Terminals Inc. 180
VIA Rail Canada Inc. 181

Treasury Board 183
Public Sector Pension Investment Board..................................184

I. Introduction

The 2004 *Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* is prepared in response to sections 151 and 152 of the *Financial Administration Act*, which require that the President of the Treasury Board table annually the following documents in Parliament:

- a consolidated report on the businesses and activities of all parent Crown corporations, including information on all Crown corporations and other corporate interests of Canada; and
- a report indicating when annual reports and corporate plan and budget summaries were to be laid before each House (for the period ending on July 31), and when they were actually laid before that House.

This report comprises the following chapters:

- **Overview** highlights new developments with regard to Crown corporations during the year under review. It also provides consolidated financial and employment information by ministerial portfolio.
- **Crown Corporations' Corporate Holdings** presents a listing of parent Crown corporations and their subsidiaries, legal partnerships and associates as of August 31, 2004.
- **Other Corporate Interests of Canada** provides information about the various joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has a stake.
- **List of Crown Corporations and Other Corporate Interests of Canada** is a compilation of all the organizations that have been referred to in this report, including parent Crown corporations and their subsidiaries, legal partnerships and associates, joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has an interest. The list is presented both by ministerial portfolio and alphabetically.
- **Tabling of Crown Corporations Reports in Parliament** presents a record of annual reports and summaries of the corporate plans and budgets tabled in Parliament by the responsible ministers. An audit of the information reported in this chapter was performed by the Office of the Auditor General and is included as an appendix of the *2004 Report of the Auditor General of Canada*.
- **Corporate Profiles** provides contact information, the mandate and profile of each parent Crown corporation.

II. Overview

There are 43 parent Crown corporations and three wholly owned subsidiaries which have been directed to report as parent Crown corporations for the purposes of the *Financial Administration Act*.[1]

Every parent Crown corporation is a legally distinct entity wholly owned by the Crown and managed by a board of directors. The enabling legislation for each parent Crown corporation, whether by a special Act of Parliament or by articles of incorporation under the *Canada Business Corporations Act*, sets out the corporation's mandate, powers and objectives.

The current portfolio is highly diversified, with corporations operating in many sectors of the Canadian economy. The corporations vary in size and in their demands on the government for financial assistance. Each has its unique purpose in public policy.

Exhibit 1 presents the parent Crown corporations grouped according to the portfolio of the minister through whom they are accountable to Parliament. Please note that, for the purpose of this report, the legal names of the following Crown corporations are used (official name is shown in parenthesis): Canadian Museum of Civilization (Canadian Museum of Civilization Corporation); and National Museum of Science and Technology (Canada Science and Technology Museum Corporation).

---

[1] The wholly owned subsidiaries, Old Port of Montreal Corporation Inc., the Cape Breton Growth Fund Corporation and Parc Downsview Park Inc., were directed to report as parent Crown corporations for the purposes of the *Financial Administration Act* in 1987, in 2000 and in 2003, respectively.

Exhibit 1: Parent Crown Corporations Grouped by Ministerial Portfolio[1]

Agriculture and Agri-Food

Canadian Dairy Commission
Farm Credit Canada

Canadian Heritage

Canada Council for the Arts
Canadian Broadcasting Corporation
Canadian Museum of Civilization
Canadian Museum of Nature
Canadian Race Relations Foundation
National Arts Centre Corporation
National Capital Commission
National Gallery of Canada
National Museum of Science and Technology
Telefilm Canada

Finance

Bank of Canada
Canada Deposit Insurance Corporation
Canada Development Investment Corporation
Canada Pension Plan Investment Board

Fisheries and Oceans

Freshwater Fish Marketing Corporation

Foreign Affairs

International Development Research Centre

Industry

Business Development Bank of Canada
Canadian Tourism Commission
Cape Breton Growth Fund Corporation[2]
Enterprise Cape Breton Corporation
Standards Council of Canada

Infrastructure and Communities

Canada Lands Company Limited
Old Port of Montreal Corporation Inc.[3]
Parc Downsview Park Inc.[4]
Queens Quay West Land Corporation

International Trade

Canadian Commercial Corporation
Export Development Canada

Human Resources and Skills Development

Canada Mortgage and Housing Corporation[5]

National Revenue

Canada Post Corporation
Royal Canadian Mint

Natural Resources

Atomic Energy of Canada Limited
Cape Breton Development Corporation

Public Works and Government Services

Defence Construction (1951) Limited

Transport

Atlantic Pilotage Authority
Blue Water Bridge Authority
Canadian Air Transport Security Authority
Federal Bridge Corporation Limited, The
Great Lakes Pilotage Authority
Laurentian Pilotage Authority
Marine Atlantic Inc.
Pacific Pilotage Authority
Ridley Terminals Inc.
VIA Rail Canada Inc.

Treasury Board[6]

Public Sector Pension Investment Board

---

[1] The italicized corporations are not subject to either divisions I to IV or to all of Part X of the *Financial Administration Act*.

[2] The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.

[3] Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.

[4] The Parc Downsview Park Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 2003-1304) to report as a parent Crown Corporation.

[5] Minister of Labour and Housing.

[6] President of the Treasury Board.

Structural Changes During the Year in Review

Legislative changes in Crown Corporations

Legislation amending the Canada Pension Plan (CPP) and the *Canada Pension Plan Investment Board Act* came into effect on April 1, 2004. As a result, CPP fixed income assets, both bonds and cash, are being transferred to be managed by the Canada Pension Plan Investment Board. As well, amended legislation has resulted in responsibility for providing cash management services for the CPP being transferred to the Canada Pension Plan Investment Board. In the future, contributions to the CPP will flow to the Canada Pension Plan Investment Board and benefits will be paid from cash provided by the Canada Pension Plan Investment Board.

Privatization

In September 2004, the government sold 49,390,104 shares of Petro-Canada (18.5% of the shares outstanding) for gross proceeds of $3.2 billion. This sale completed the privatization of Petro-Canada, which was commenced in 1991 when shares were initially offered from the company's treasury under the *Petro-Canada Public Participation Act*. The government sold 123,900,000 Petro-Canada shares in 1995.

Special examinations

Pursuant to section 138 of the *Financial Administration Act* (FAA), every five years each Crown corporation that falls under the provisions of the FAA is required to carry out a special examination with respect to itself and its wholly-owned subsidiaries, if any.[2] The objective of this exam, usually conducted by the external auditor of the corporation, is to determine if, in the period under examination, the financial control and information systems were maintained, and management practices were conducted in a manner that provided reasonable assurance that the assets of the corporation and each subsidiary are safeguarded, controlled, managed economically and efficiently, and that the operations of the subsidiary are carried out effectively.

A special examination was carried out at the Canada Pension Plan Investment Board from January 2004 to March 2004. The examination revealed that there were no significant deficiencies in the systems and practices during the review period.

The Business Development Bank of Canada reported that the corporation's auditors conducted a special examination from October 2003 to April 2004.

---

2. For some Crown corporations such as the Canada Pension Plan Investment Board and the Public Sector Investment Board, which are exempt from Part X of the *Financial Administration Act*, their constituent acts require special examinations only once every six years.

Defence Construction (1951) Limited reported that, in June 2003, the corporation received its third consecutive positive special examination report.

Marine Atlantic Inc. indicated that, in 2003, its Board of Directors approved a special examination plan presented by the Office of the Auditor General. The examination is set to take place during 2004.

The Pacific Pilotage Authority reported that it received the results of a special examination conducted during 2003. The report noted that the auditors from the Office of the Auditor General did not find any significant deficiencies in the systems and practices of the Authority.

Corporate Governance

In November 2003, the Auditor General released a report on sponsorships and advertising in government. The report entitled *Government-Wide Audit of Sponsorship, Advertising, and Public Opinion Research* identified three main issues concerning financial management in six corporations: the improper transfer of funds between federal organizations; the lack of evidence for value-for-money in the allocation of contracts; and the failure to detect, through internal audit, the inappropriate movements of public funds.

On February 19, 2004, the government launched a commission of inquiry into the issues identified in the Auditor General's report. This commission has been mandated to investigate and report on questions raised, directly or indirectly, by the Auditor General of Canada, and to make recommendations to the Government of Canada, based upon its factual findings, in order to prevent mismanagement of activities in all federal entities in the future. The commission is expected to submit its final report and recommendations by December 2005.

The government also initiated a number of additional reviews to ensure that ethical standards and management practices in the federal public sector are raised still higher. These additional reviews are focussed on: strengthening the *Financial Administration Act*; better defining the respective accountabilities and responsibilities of ministers and senior public servants; and improving the governance and transparency of Crown corporations.

The review of the Governance of Crown Corporations looked into the governance and accountability regime for all Crown corporations covered by or exempted from Part X of the *Financial Administration Act* and other Privy Council Office, Department of Finance Canada, and Treasury Board of Canada policies and guidelines. It included the following:

- an assessment of the capacity of boards of directors, ministers, the Treasury Board of Canada Secretariat, the Department of Finance Canada, the Privy Council Office, and Parliament to effectively fulfill their responsibilities; and

- ways to strengthen management, transparency, and oversight of the governance and accountability framework for Crown corporations.

These reviews will set the basis for a longer-term reform of core public sector management policies and practices. The government will act on any necessary changes to legislation (e.g. *Financial Administration Act*), regulations, and/or policies. Where warranted, non-legislative changes identified in the course of the review process will be implemented immediately.

In April 2004, the government announced an interim appointment process for Governor in Council appointments to Crown corporations. The process was intended to help ensure an open, professional, and merit-based selection process. This process asks the boards of directors to play a significant role. The report on the review of Crown corporation governance will announce a new appointment process for the selection and appointment by the Governor in Council of directors, chairs of boards and chief executive officers.

As a basis for identifying candidates for the positions of chief executive officer (CEO), chairperson and director, boards of directors have been asked to develop or refine existing selection criteria for the CEO and chairperson, as well as a competency profile for the board as a whole. These documents are to be developed in consultation with the office of the responsible minister, the Prime Minister's Office and the Privy Council Office.

Revision of the Crown Corporation Corporate Plan, Budget and Summaries Regulations

On October 27, 2004, the Crown Corporation Corporate Plan, Budget and Summaries Regulations were amended by Treasury Board to comply with an issue raised by the Standing Joint Committee on the Scrutiny of Regulations. The Regulations were amended to be consistent with its parent Act, the *Financial Administration Act*.

The revised Regulations now require only the amendment to any budget or corporate plan be submitted for approval by the Governor in Council; instead of an amended corporate plan, operating and capital budgets.

Other corporate governance initiatives

The Organization for Economic Cooperation and Development started in June 2003 to develop a set of non-binding principles and best practices on corporate governance of state-owned assets, primarily to be applied to state-owned enterprises having commercial activities. Canada has contributed to the initiative, scheduled for completion in 2005.

Disclosure of travel and hospitality expenses

On December 12, 2003, the Prime Minister announced a new policy on the mandatory publication of travel and hospitality expenses for ministers, ministers of state, ministers' offices, and parliamentary secretaries, and deputy ministers on a quarterly basis. Some Crown corporations are voluntarily posting on their Web sites the hospitality and travel expenses of their senior officers based on the government's directive.

Disclosure of wrongdoing in the public sector

On October 8, 2004, the President of the Treasury Board tabled a new legislation to establish a mechanism for the disclosure of wrongdoing in the public sector and to protect public servants who make disclosures. The proposed *Public Servants Disclosure Protection Act*, commonly referred to as "whistle-blowing legislation," includes significant revisions to the previous Bill, which was tabled in March 2004. Discussions on the previous Bill ended when the spring election was called.

The proposed legislation covers all federal public sector employees, including those in Crown corporations. It requires heads of federal organizations to establish an internal disclosure mechanism, calls for the establishment of a code of conduct, and provides substantial protections under the law from reprisal for disclosures made in good faith.

Overall Crown Corporation Performance

The *Financial Administration Act* requires that the current report include employment and financial data, including aggregate borrowings of parent Crown corporations.

Accordingly, this section of the Overview provides a summary of overall performance by Crown corporations, including the following data:

- employment;
- assets;
- budgetary appropriations; and
- debt obligations.

At the end of this section, two exhibits provide a summary view of all Crown corporations:

- Exhibit 8 shows each corporation's employment and financial position; and
- Exhibit 9 provides information about each corporation's operating results and financing.

Exhibits 8 and 9 are also structured according to the portfolio grouping shown in Exhibit 1. Note that information provided in this section excludes financial data for:

- the Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board because of the unique nature of their operations.

Specific information about individual Crown corporations may be found in the Corporate Profiles chapter of this report, as well as in the Corporation's most recently tabled annual report and the summary of the corporate plan approved for the year under review.

A glossary of the financial and employment terms used in this report is provided at the end of this section.

To ensure the greatest possible accuracy, the exhibits presented in this report, as well as all calculations, are based on a computer database of actual figures. Results of the calculations are rounded for ease of presentation.

Where Crown corporations have re-stated financial data for previous years, readers should be aware that the data in this report reflect only those changes that correct errors from previous years. Amendments have been made by some corporations as a result of changes in their accounting policies that have been applied retroactively to financial statements from previous years. This report, and the database of financial information on which it is based, do not reflect these amendments.

For Crown corporations with fiscal years ending on or after July 31, 2004, this report shows their financial data for the fiscal year ending in 2003. Accordingly, for the Canadian Dairy Commission and the National Arts Centre Corporation, this report covers the period ending July 31, 2003 and August 31, 2003 respectively. All of the other corporations' data are for their respective 2003 or 2003–04 fiscal years.

Employment

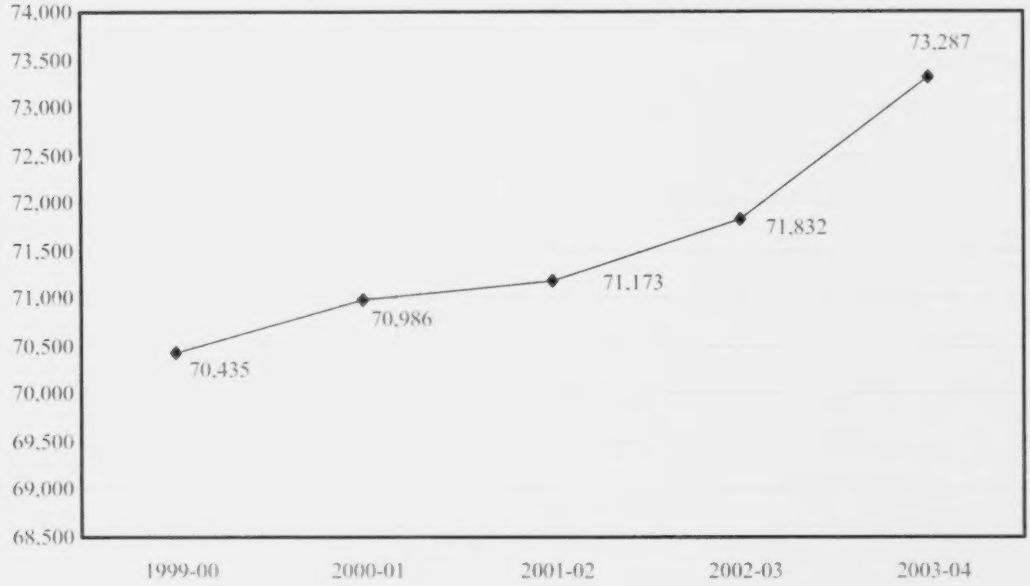
The upward trend in employment by Crown corporations that began in 2000-01 continued in 2003-04. The total number of full-time employees of Crown corporations reached 73,287, reflecting a 2.0 per cent increase from the previous year.

Crown corporations reporting increased staffing levels included: the Canada Post Corporation (1,184), the Canada Lands Company Limited (206), the Canada Mortgage and Housing Corporation (94), Defence Construction Limited (68) and the Business Development Bank of Canada (65).

Decreases in employment were reported for: Atomic Energy of Canada Limited (120), the Royal Canadian Mint (92) and the Canadian Museum of Civilization (81).

Exhibit 2 shows the changing trend over the last five years.

Exhibit 2: Employment in Crown Corporations, 1999–2000 to 2003–04



Assets

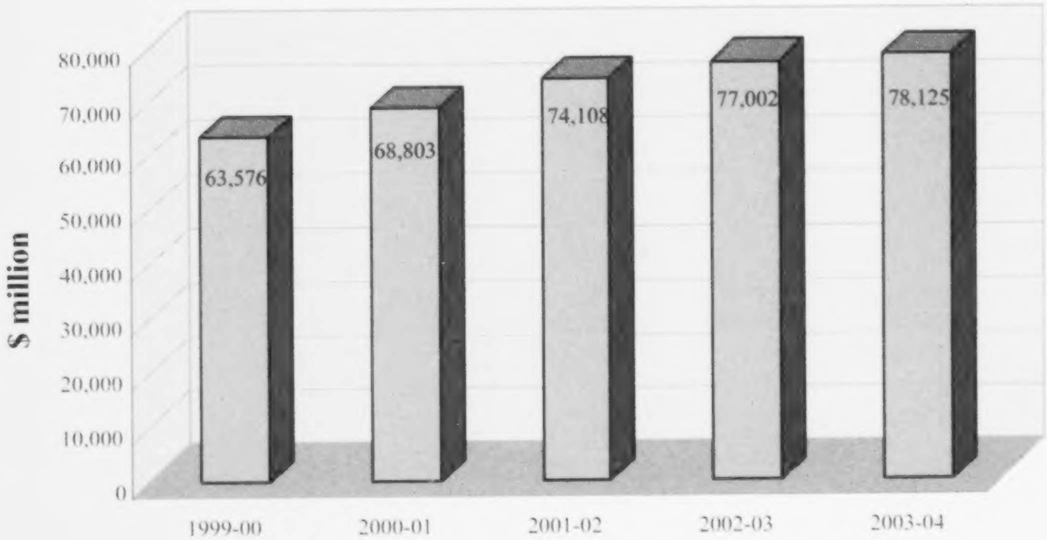
Total assets for Crown corporations increased by 1.5 per cent during 2003-04 to $78.13 billion including:

- Canada Mortgage and Housing Corporation (CMHC) - $1.47B increase
- Farm Credit Canada (FCC) - $1.22B increase
- Business Development Bank of Canada (BDC) - $1.02B increase
- Export Development Canada (EDC) - $3.44B decrease

Five Crown corporations accounted for 89 per cent of the total assets in 2003-04: CMHC, EDC, FCC, BDC and the Canada Post Corporation. The same five corporations accounted for 90 per cent of the total assets in the previous year.

Exhibit 3 demonstrates the fluctuations in the value of Crown corporations' assets over the last five years.

Exhibit 3: Total Assets of Crown Corporations, 1999–00 to 2003–04



Assets

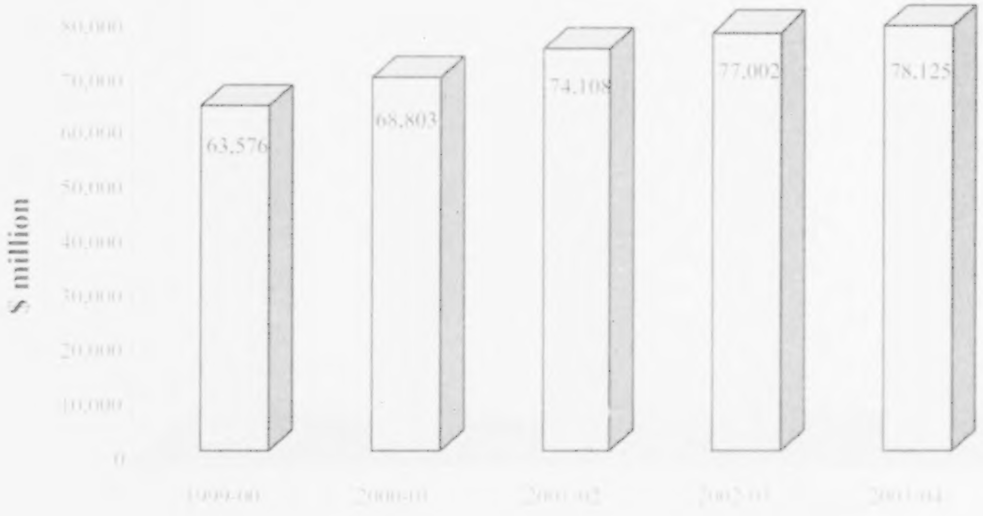
Total assets for Crown corporations increased by 1.5 per cent during 2003-04 to $78.13 billion including:

- Canada Mortgage and Housing Corporation (CMHC) - $1.47B increase
- Farm Credit Canada (FCC) - $1.22B increase
- Business Development Bank of Canada (BDC) - $1.02B increase
- Export Development Canada (EDC) - $3.44B decrease

Five Crown corporations accounted for 89 per cent of the total assets in 2003-04: CMHC, EDC, FCC, BDC and the Canada Post Corporation. The same five corporations accounted for 90 per cent of the total assets in the previous year.

Exhibit 3 demonstrates the fluctuations in the value of Crown corporations' assets over the last five years.

Exhibit 3: Total Assets of Crown Corporations, 1999–00 to 2003–04



Budgetary Appropriations

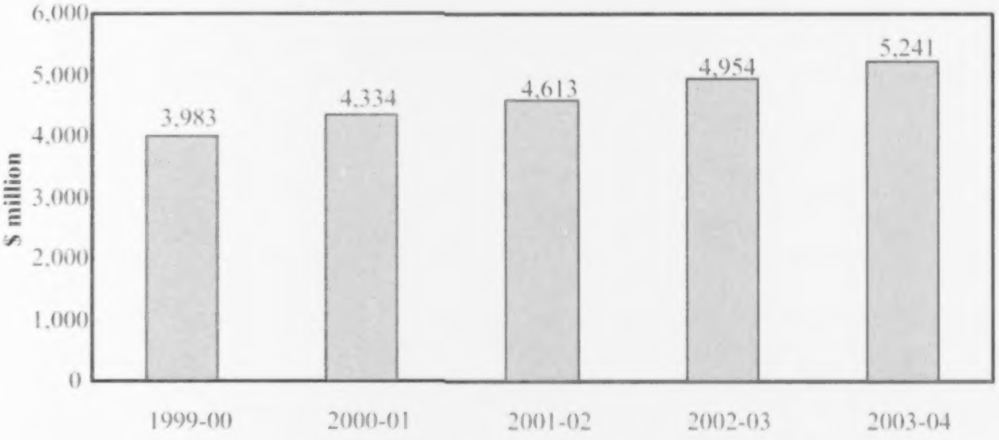
An increase in parliamentary funding for capital and operating purposes brought total budgetary appropriations to $5,241 million in 2003-04. The additional $286 million represents a 5.8 per cent increase from the previous year.

The following changes in budgetary appropriations were noted:

- Canada Mortgage and Housing Corporation - $160.0M increase
- Canadian Air Transport Security Authority - $91.9M increase
- Atomic Energy of Canada Limited - $34.2M increase
- Federal Bridge Corporation Limited - $46.2M decrease

Total budgetary appropriations for the five-year period from 1999–00 to 2003–04 are shown in Exhibit 4.

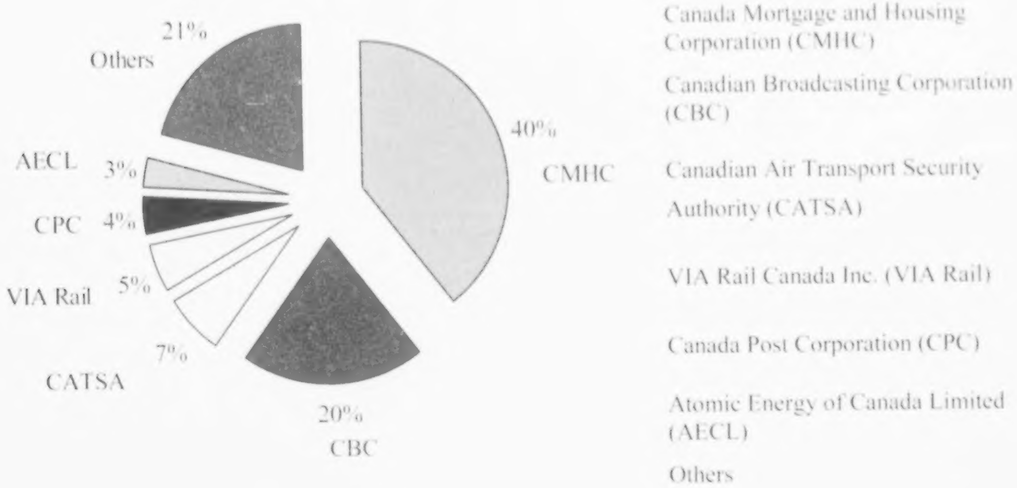
Exhibit 4: Total Budgetary Appropriations, 1999–2000 to 2003–04



Of the 25 Crown corporations that received appropriations in 2003-04, six accounted for 79 per cent of the total funding. These were the Canada Mortgage and Housing Corporation (CMHC), the Canadian Broadcasting Corporation, the Canadian Air Transport Security Authority, VIA Rail Canada Inc., the Canada Post Corporation, and Atomic Energy of Canada Limited. For CMHC, which was the largest recipient, 95 per cent of the appropriations flow to assist Canadians with their housing needs.

Exhibit 5 provides a summary view of the 2003–04 recipients of budgetary appropriations.

Exhibit 5: Recipients of 2003–04 Budgetary Appropriations



Debt Obligations

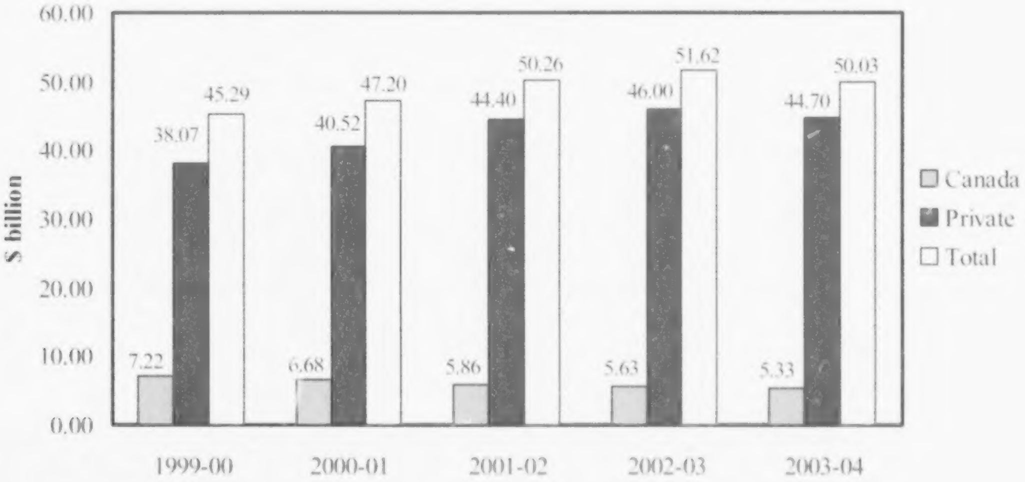
Total debt obligations, consisting of debts payable to Canada and to the private sector, decreased by 3.1 per cent, to $50.03 billion in 2003–04 from $51.62 billion in the previous year. Both borrowings from Canada and borrowings from private lenders decreased, by 5.3 per cent and 2.8 per cent respectively.

Significant changes in total debt obligations were noted for:

- Export Development Canada (EDC) - $3.509B decrease
- Farm Credit Canada (FCC) - $1.127B increase
- Business Development Bank of Canada (BDC) - $1.007B increase

Exhibit 6 shows the debt payable to Canada, the debt incurred in private markets as well as the total debt obligations over the last five years.

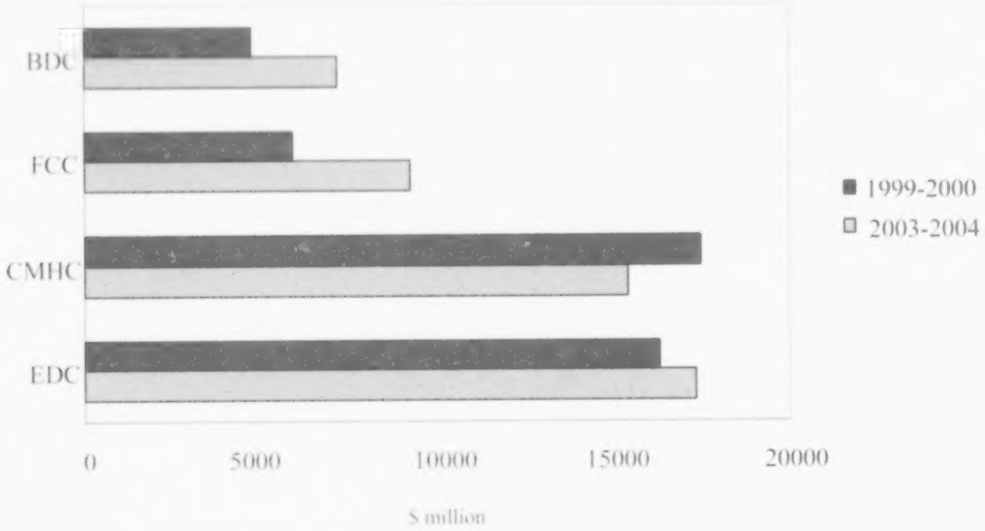
Exhibit 6: Total Debt Obligations of Crown Corporations, 1999–00 to 2003–04



The four largest debtors in 2003-04 were the Export Development Corporation (EDC), the Canada Mortgage and Housing Corporation (CMHC), Farm Credit Canada (FCC), and the Business Development Bank of Canada (BDC). Their debt obligations represent 33.7, 30.0, 17.9 and 13.9 per cent respectively of the total debt obligations of Crown corporations. The same Crown corporations were also the four largest debtors in 2002-03.

Exhibit 7 presents the respective debt loads of the four largest debtors in 2003–04 compared to 1999–00.

Exhibit 7: Comparison of Largest Debtors in 2003–04 with 1999–2000



Glossary of Financial and Employment Terms Used in This Report

All financial data are extracted from the Crown corporations' audited financial statements for the recent fiscal year. Certain values are adjusted to apply consistently the definitions that follow. Items are listed in the order in which they appear in the summary exhibits.

Total assets represents all assets reported by the corporation in its audited financial statements.

Long-term liabilities represents all long-term liabilities reported by the corporation in its audited financial statements, including deferred capital funding.

Equity represents the equity of Canada. For some corporations, the excess of assets over liabilities is not deemed to be equity of Canada because of the nature of their operations (e.g. marketing boards).

Employment represents the number of full-time employees obtained from sources such as an annual report, financial statements or a corporate plan, and are as at the fiscal year-end of the Crown corporation. The figure includes the full-time staff, and others employed outside of Canada by the parent corporation and its wholly owned subsidiaries. The exceptions are data for the Canada Development Investment Corporation, which relate to the parent corporation only, and data for the four pilotage authorities, which include contract pilots.

Net income represents after-tax income, where applicable, and any extraordinary items. It includes parliamentary appropriations where the corporation has included these in the computation of net income. In some cases, net income is the "excess of parliamentary appropriations over cost of operations" or "excess of proceeds over expenditures." A negative net income (i.e. a net loss) is shown in parentheses.

Borrowings from the private sector include short- and long-term borrowings, capital leases and any other debt-like instruments. For the marketing corporations (Canadian Dairy Commission and Freshwater Fish Marketing Corporation), loans may include payments accruing to dairy producers and fishers.

Borrowings from Canada include short- and long-term borrowings, advances from the Government of Canada for working capital or other purposes, and other debt-like instruments.

Budgetary appropriations refers to parliamentary funding for capital and operating purposes. The amounts exclude grants and contributions paid to Crown corporations where they qualify as members of a general class of recipients. Budgetary appropriations increase the expenditures of Canada and thus have a direct impact on the amount of the government's surplus or deficit.

Dividends represents those declared by the corporation during its fiscal year. This figure includes cash recoveries by Canada (where applicable) and other types of payments or contributions made to Canada (excluding repayments of debt-like instruments). Dividends may be paid by the corporation to the Government of Canada before or after the corporation's year-end.

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2004; $ million) *

	Financial Position				
Corporation by Ministerial Portfolio	**Total Assets**	**Current Liabilities**	**Long-term Liabilities**	**Equity[1]**	**Employment**
Canadian Dairy Commission	101.7	101.7	0.0	0.0	60
Farm Credit Canada	10,214.3	3,543.5	5,722.9	947.9	985
Total Agriculture and Agri-Food	**10,316.0**	**3,645.2**	**5,722.9**		**1,045**
Canada Council for the Arts	311.1	26.1	5.5	206.4	183
Canadian Broadcasting Corporation	1,638.5	292.1	1,161.6	184.8	7,454
Canadian Museum of Civilization	156.3	25.7	108.8	21.8	376
Canadian Museum of Nature	69.1	20.5	53.4	(5.1)	173
Canadian Race Relations Foundation	25.4	0.1	0.0	25.3	11
National Arts Centre Corporation	40.8	19.2	20.5	1.2	249
National Capital Commission	676.2	47.0	33.0	596.3	452
National Gallery of Canada	33.5	13.7	16.6	3.1	274
National Museum of Science and Technology	33.6	5.4	28.0	0.2	224
Telefilm Canada	72.9	15.1	11.2	46.6	185
Total Canadian Heritage	**3,057.6**	**464.9**	**1,438.6**		**9,581**
Bank of Canada [2]	44,117.9	42,190.6	0.0	30.0	1,059
Canada Deposit Insurance Corporation	1,242.6	9.5	552.5	680.6	84
Canada Development Investment Corporation	74.0	12.9	1.6	59.5	3
Canada Pension Plan Investment Board[2]	33,110.3	144.1	170.8	0.0	51
Total Finance	**1,316.6**	**22.4**	**554.1**		**1,197**
Freshwater Fish Marketing Corporation	30.5	27.2	0.0	3.3	191
Total Fisheries and Oceans	**30.5**	**27.2**	**0.0**		**191**
International Development Research Centre	51.6	20.9	19.6	11.1	351
Total Foreign Affairs	**51.6**	**20.9**	**19.6**		**351**
Business Development Bank of Canada	8,809.2	3,563.0	4,027.7	1,218.5	1,400
Canadian Tourism Commission	27.6	21.8	7.3	(1.5)	164
Cape Breton Growth Fund Corporation [3]	73.0	1.0	0.0	72.1	7
Enterprise Cape Breton Corporation	18.7	11.9	0.6	6.2	52
Standards Council of Canada	5.7	2.3	1.1	2.3	84
Total Industry	**8,934.2**	**3,600.0**	**4,036.6**		**1,707**
Canada Lands Company Limited	350.1	48.7	69.1	232.3	312
Old Port of Montreal Corporation Inc.[4]	20.7	5.8	13.8	1.2	140
Parc Downsview Park Inc.[5]	25.5	5.8	1.3	18.4	21
Queens Quay West Land Corporation	4.1	31.3	0.9	(28.1)	0
Total Infrastructure and Communities	**400.5**	**91.7**	**85.0**		**473**
Canadian Commercial Corporation	350.8	309.8	1.1	40.0	96
Export Development Canada	21,115.0	5,558.0	13,322.0	2,235.0	1,003
Total International Trade	**21,465.8**	**5,867.8**	**13,323.1**		**1,099**

* Notes are at the end of Exhibit 9.

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 2004; $ million) *[continued]*

Corporation by Ministerial Portfolio	Financial Position Total Assets	Current Liabilities	Long-term Liabilities	Equity[1]	Employment
Canada Mortgage and Housing Corporation	24,968.0	5,686.0	16,806.0	2,476.0	1,866
Total Human Resources and Skills Development	**24,968.0**	**5,686.0**	**16,806.0**		**1,866**
Canada Post Corporation	4,558.0	1,604.0	1,772.0	1,170.0	46,796
Royal Canadian Mint	140.2	25.8	28.4	86.0	471
Total National Revenue	**4,698.2**	**1,629.8**	**1,800.4**		**47,267**
Atomic Energy of Canada Limited	916.8	180.9	599.3	136.6	3,214
Cape Breton Development Corporation	27.6	62.4	406.4	(441.1)	26
Total Natural Resources	**944.4**	**243.3**	**1,005.7**		**3,240**
Defence Construction (1951) Limited	11.1	4.3	3.9	2.9	348
Total Public Works and Government Services	**11.1**	**4.3**	**3.9**		**348**
Atlantic Pilotage Authority	7.3	1.1	0.7	5.6	83
Blue Water Bridge Authority	173.6	5.2	107.8	60.6	71
Canadian Air Transport Security Authority	353.8	100.1	239.6	14.1	160
Federal Bridge Corporation Limited, The	191.3	6.3	130.2	54.8	74
Great Lakes Pilotage Authority	6.0	4.2	2.9	(1.0)	83
Laurentian Pilotage Authority	10.4	9.4	2.1	(1.1)	216
Marine Atlantic Inc.	252.7	27.9	222.3	2.5	940
Pacific Pilotage Authority	11.7	4.6	1.3	5.7	158
Ridley Terminals Inc.	17.5	65.6	0.7	(48.8)	51
VIA Rail Canada Inc.	906.4	81.8	46.8	102.9	3,051
Total Transport	**1,930.8**	**306.1**	**754.5**		**4,887**
Public Sector Pension Investment Board[2]					35
Public Service Pension Plan Account	10,208.9	3.0	0.0	0.0	
Canadian Forces Pension Plan Account	2,971.3	2.2	0.0	0.0	
Royal Canadian Mounted Police Pension Plan Account	1,057.4	0.8	0.0	0.0	
Total Treasury Board	**0.0**	**0.0**	**0.0**		**35**
Grand Total	**78,125.2**	**21,609.4**	**45,550.4**		**73,287**

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2004; $ million) *

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	Net Income[1]	Private Sector	Canada	Budgetary Appro-priations	Divi-dends
Canadian Dairy Commission	19.6	18.0	(52.7)	3.6	0.0
Farm Credit Canada	105.1	1,127.1	0.0	0.0	0.0
Total Agriculture and Agri-Food		**1,145.1**	**(52.7)**	**3.6**	**0.0**
Canada Council for the Arts	3.7	0.0	0.0	155.6	0.0
Canadian Broadcasting Corporation	32.7	(5.5)	0.0	1,066.3	0.0
Canadian Museum of Civilization	(0.7)	0.0	0.0	102.2	0.0
Canadian Museum of Nature	(0.3)	(0.2)	0.0	42.9	0.0
Canadian Race Relations Foundation	1.6	0.0	0.0	0.0	0.0
National Arts Centre Corporation	0.1	0.0	0.0	29.9	0.0
National Capital Commission	(15.9)	0.0	0.0	114.3	0.0
National Gallery of Canada	0.1	0.0	0.0	45.0	0.0
National Museum of Science and Technology	0.2	0.0	0.0	36.3	0.0
Telefilm Canada	(6.7)	0.0	0.0	127.9	0.0
Total Canadian Heritage		**(5.7)**	**0.0**	**1,720.3**	**0.0**
Bank of Canada[2]	1,759.6	(770.4)	0.0	0.0	1,759.6
Canada Deposit Insurance Corporation	141.5	0.0	0.0	0.0	0.0
Canada Development Investment Corporation	153.3	0.0	0.0	0.0	159.0
Canada Pension Plan Investment Board[2]	7,209.7	(277.0)	0.0	0.0	0.0
Total Finance		**0.0**	**0.0**	**0.0**	**159.0**
Freshwater Fish Marketing Corporation	(0.8)	2.9	0.0	0.0	0.0
Total Fisheries and Oceans		**2.9**	**0.0**	**0.0**	**0.0**
International Development Research Centre	3.1	0.0	0.0	104.3	0.0
Total Foreign Affairs		**0.0**	**0.0**	**104.3**	**0.0**
Business Development Bank of Canada	59.1	1,007.2	0.0	0.0	10.7
Canadian Tourism Commission	0.8	0.0	0.0	98.8	0.0
Cape Breton Growth Fund Corporation[3]	11.7	0.0	0.0	0.0	0.0
Enterprise Cape Breton Corporation	0.7	0.0	0.0	28.3	0.0
Standards Council of Canada	0.1	0.0	0.0	7.0	0.0
Total Industry		**1,007.2**	**0.0**	**134.2**	**10.7**
Canada Lands Company Limited	17.2	47.0	(1.6)	0.0	5.0
Old Port of Montreal Corporation Inc.[4]	0.4	0.0	(2.4)	18.0	0.0
Parc Downsview Park Inc.[5]	(1.7)	0.0	0.0	0.0	0.0
Queens Quay West Land Corporation	1.3	0.0	0.0	4.0	0.0
Total Infrastructure and Communities		**47.0**	**(4.0)**	**22.0**	**5.0**

* Notes are at the end of this Exhibit.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 2004; $ million) *[continued]*

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	Net Income[1]	Private Sector	Canada	Budgetary Appro-priations	Divi-dends
Canadian Commercial Corporation	(0.8)	0.0	0.0	16.3	0.0
Export Development Canada	158.0	(3,509.0)	0.0	0.0	0.0
Total International Trade		**(3,509.0)**	**0.0**	**16.3**	**0.0**
Canada Mortgage and Housing Corporation	667.0	46.0	(242.0)	2,069.0	0.0
Total Human Resources and Skills Development		**46.0**	**(242.0)**	**2,069.0**	**0.0**
Canada Post Corporation	253.0	(25.0)	0.0	226.0	18.0
Royal Canadian Mint	(3.0)	(4.6)	0.0	0.0	0.0
Total National Revenue		**(29.6)**	**0.0**	**226.0**	**18.0**
Atomic Energy of Canada Limited	2.4	0.0	(1.0)	178.8	0.0
Cape Breton Development Corporation	28.8	0.0	0.0	62.8	0.0
Total Natural Resources		**0.0**	**(1.0)**	**241.6**	**0.0**
Defence Construction (1951) Limited	0.3	0.0	0.0	0.0	0.0
Total Public Works and Government Services		**0.0**	**0.0**	**0.0**	**0.0**
Atlantic Pilotage Authority	1.0	0.0	0.0	0.0	0.0
Blue Water Bridge Authority	7.8	(1.9)	0.0	0.0	0.0
Canadian Air Transport Security Authority	5.3	0.0	0.0	351.4	0.0
Federal Bridge Corporation Limited, The	0.7	0.2	0.0	32.7	0.0
Great Lakes Pilotage Authority	(2.6)	0.0	0.0	0.0	0.0
Laurentian Pilotage Authority	0.6	(2.0)	0.0	0.0	0.0
Marine Atlantic Inc.	(3.1)	0.0	0.0	56.0	0.0
Pacific Pilotage Authority	1.7	(0.7)	0.0	0.0	0.0
Ridley Terminals Inc.	1.2	(0.0)	0.0	0.0	0.0
VIA Rail Canada Inc.	(0.9)	0.0	0.0	263.5	0.0
Total Transport		**(4.4)**	**0.0**	**703.6**	**0.0**
Public Sector Pension Investment Board[2]					
Public Service Pension Plan Account	1,740.6	0.0	0.0	0.0	0.0
Canadian Forces Pension Plan Account	516.5	0.0	0.0	0.0	0.0
Royal Canadian Mounted Police Pension Plan Account	183.6	0.0	0.0	0.0	0.0
Total Treasury Board		0.0	0.0	0.0	0.0
Grand Total		**(1,300.5)**	**(299.7)**	**5,240.8**	**192.7**

Notes for Exhibits 8 and 9

1. This column is not totalled because the information is not reported in a consistent manner.

2. Financial data for the Bank of Canada, the Canada Pension Plan Investment Board, and the Public Sector Pension Investment Board are provided for information, but are not included in the totals due to the unique nature of their operations.

3. The Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed to report as a parent Crown corporation.

4. The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

5. Parc Downsview Park Inc., a wholly owned subsidiary of the Canada Lands Company Limited has been directed to report as a parent Crown corporations.

III. Crown Corporations' Corporate Holdings

This chapter presents statistical information on Crown corporations and their corporate holdings as of August 31, 2004. Readers should note however that the information in the rest of the report, unless otherwise noted, is as of the financial year-ends of the corporations prior to July 31, 2004.

The information is provided in three parts:

Statistical Summary shows the number of parent Crown corporations and their subsidiaries, legal partnerships and associates on a comparative basis with those of the previous year.

Changes During the Year shows the changes that occurred with regard to parent Crown corporations and their subsidiaries, legal partnerships and associates between August 31, 2003 and August 31, 2004.

Crown Corporations' Corporate Holdings presents a comprehensive list of parent Crown corporations and their subsidiaries, legal partnerships and associates.

Statistical Summary

Number of Parent Crown Corporations, Their Wholly Owned Subsidiaries, and Other Subsidiaries, Associates and Legal Partnerships (as of August 31)

	2004	2003
Parent Crown Corporations	43	43
Wholly Owned Subsidiaries (100%)	25	23
Other Subsidiaries, Associates and Legal Partnerships	36	35

Changes During the Year

Business Development Bank of Canada

Associate held at less than 50 %

• Cominco Ltd.	Deleted

Public Sector Pension Investment Board

Subsidiaries held at 100%

• PSPIB Realty Canada Inc.	Added
• PSPIB Realty International Inc.	Added
- PSPIP-LS Inc. (100%)	Added
- PSPIB-LSIF Inc. (100%)	Added

Crown Corporations' Corporate Holdings

1. Atlantic Pilotage Authority

2. Atomic Energy of Canada Limited

Subsidiaries held at 100%

- AECL Technologies B.V.
- AECL Technologies Inc.

3. Bank of Canada

4. Blue Water Bridge Authority

5. Business Development Bank of Canada

6. Canada Council for the Arts

7. Canada Deposit Insurance Corporation

8. Canada Development Investment Corporation

Subsidiaries held at 100%

- Canada Eldor Inc.
- Canada Hibernia Holding Corporation and its associate
  - Hibernia Management and Development Company Ltd. (8.5%)

9. Canada Lands Company Limited

Subsidiaries held at 100%

- Canada Lands Company CLC Limited
- Old Port of Montreal Corporation Inc.[1]
- Parc Downsview Park Inc.[2]

10. Canada Mortgage and Housing Corporation

11. Canada Pension Plan Investment Board

Subsidiaries held at 100%

- CPP Investment Board Private Holdings Inc.
- CPP Investment Board Real Estate Holdings Inc.

12. Canada Post Corporation

Subsidiaries held at 100%

- 2875039 Canada Limited (100%) and its subsidiary
  - Purolator Holdings Ltd. (80.41%) and its subsidiaries
    - 964102 Ontario Inc. (100%)
    - Purolator Courier Ltd. (100%) and its subsidiaries
      - Canadian Teleservices Corporation (100%)
      - Distribution Management Services Inc. (100%)
      - Purolator Customs Services Ltd. (100%)
      - Purolator Holdings U.S. Ltd. (100%) and its subsidiary
        - Purolator Courier U.S. Ltd. (100%)
      - Purolator Trade Solutions Ltd. (51%)
      - Supercourier (1987) Ltd. (100%)
- 2875047 Canada Limited (100%)
- 3906949 Canada Inc. (100%) and its subsidiaries
  - Intelcom Courier Canada Inc. (50%) and its subsidiary
    - Progistix-Solutions Inc. (2.63%)
  - Progistix-Solutions Inc. (97.37%) and its subsidiary
    - Assured Logistics Inc. (100%)
- Canada Post International Limited (100%) and its subsidiary
  - Nieuwe Post Nederlandse Antillen N.V. (100%)
- EPO Holdings Inc. (100%) and its subsidiary
  - EPO Inc. (97.19%)

Subsidiaries held at 50 to 99%

- Innovapost Inc. (51%)

Associates held at less than 50%

- Co-operative Vereniging International Post Corporation U.A. (6.1%) and its subsidiaries
  - IPC Technology S.C. (96%)
  - IPC Unipost S.C. (96%)
- Purolator Holdings Ltd. (9.94%)

13. Canadian Air Transport Security Authority

14. Canadian Broadcasting Corporation

Subsidiary held at 100%

- Country Canada

Associates held at less than 50%

- ARTV (37%)
- Cable North Microwave Limited (1 share)
- Look Communications Inc.[3] (.24%)
- Master FM Limited (20%)
- The Canadian Documentary Channel (29%)
- TV5 Monde (6.7%)
- Visnews Limited (1 share)

15. Canadian Commercial Corporation

16. Canadian Dairy Commission

17. Canadian Museum of Civilization

18. Canadian Museum of Nature

19. Canadian Race Relations Foundation

20. Canadian Tourism Commission

21. Cape Breton Development Corporation

22. Defence Construction (1951) Limited

23. Enterprise Cape Breton Corporation

Subsidiaries held at 100%

- Cape Breton Growth Fund Corporation[4]
- Cape Breton Marine Farming Limited[5]
- DARR (Cape Breton) Limited
- Gulf Bras D'Or Estates Limited[5]

Associates held at less than 50%

- Bell Bay Golf Developments Incorporated
- Jackmen Development Limited
- Lynnwood Inn Limited
- Silver Screen Star Limited

24. Export Development Canada

Subsidiary held at 100%

- Exinvest Inc.

25. Farm Credit Canada

26. **Federal Bridge Corporation Limited, The**

Subsidiaries held at 100%

- Jacques Cartier and Champlain Bridges Incorporated, The
- Seaway International Bridge Corporation, Ltd., The

Subsidiary held at 50 to 99%

- St. Mary's River Bridge Company

27. **Freshwater Fish Marketing Corporation**
28. **Great Lakes Pilotage Authority**
29. **International Development Research Centre**
30. **Laurentian Pilotage Authority**
31. **Marine Atlantic Inc.**
32. **National Arts Centre Corporation**
33. **National Capital Commission**
34. **National Gallery of Canada**
35. **National Museum of Science and Technology**
36. **Pacific Pilotage Authority**
37. **Public Sector Pension Investment Board**

Subsidiaries held at 100%

- PSPIB Realty Canada Inc.
- PSPIB Realty International Inc.
    - PSPIB-LS Inc. (100%)
    - PSPIB-LSIF Inc. (100%)

38. **Queens Quay West Land Corporation**
39. **Ridley Terminals Inc.**
40. **Royal Canadian Mint**

Subsidiary held at 100%

- RCMH-MRCF Inc. and its affiliate
    - TGM Specialty Services Inc. (50%)

41. **Standards Council of Canada**
42. **Telefilm Canada**
43. **VIA Rail Canada Inc.**

---

1. Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation.
2. Parc Downsview Park Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 2003-1304) to report as if it were a parent Crown corporation.
3. Pursuant to the *Companies' Creditors Arrangement Act*.
4. Cape Breton Growth Fund Corporation, a wholly owned subsidiary of the Enterprise Cape Breton Corporation, has been directed by Order in Council (P.C. 2000-1341) to report as if it were a parent Crown corporation.
5. Inactive corporation.

IV. Other Corporate Interests of Canada

This chapter provides information on:

- share-capital corporations partially owned by the federal government;
- corporations without share capital (for example, not-for-profit corporations) for which the government has a legal right to appoint, or approve the appointment of, at least one member to the board of directors or other governing body; and
- organizations formed pursuant to an international agreement where the federal government holds shares in the organization or has a right to appoint, or approve the appointment of, some number of members to the governing body.

For share-capital corporations, the listing shows the degree of federal ownership. For non-share-capital corporations, the listing includes fractions showing the number of federally appointed board members over the total number of board members.

The latter is intended to illustrate the degree of federal influence over an entity in cases where control cannot be expressed in terms of share ownership. Thus, in this context, a "federal appointee" may be an individual appointed by Order of the Governor in Council or by any one of a number of other mechanisms. Examples of such mechanisms may include appointment by a minister or by a Crown corporation. Federal public servants occupying board positions on an *ex officio* basis are also counted as federal appointees for these purposes.

Corporations named in this chapter are grouped as follows:[1]

Mixed Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. Private-sector parties own the remaining shares.

Joint Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. The balance of shares is owned by another level of government.

---

[1] This chapter does not include departmental corporations such as the Canadian Food Inspection Agency. Although they are similar to Crown corporations in that they are wholly owned by the federal government, departmental corporations are specifically excluded from the *Financial Administration Act* (FAA) definition of a "Crown corporation". Instead, departmental corporations are defined as departments under the FAA and, as such, are subject to a different accountability regime.

International Organizations

International organizations are corporate entities created pursuant to international agreements under which Canada holds shares or has a right to appoint or elect some number of members to a governing body.

Shared-governance Corporations

This category includes corporate entities without share capital for which Canada, either directly or through a Crown corporation, has a right pursuant to statute, articles of incorporation, letters patent, by-law or any contractual agreement (including funding or contribution agreements) to appoint or nominate one or more members to the governing body.

Corporations under the terms of the *Bankruptcy and Insolvency Act*

This group includes corporate entities whose shares are partially owned by Canada following receipt by a trustee in bankruptcy.

Number of Other Corporate Interests
Year-Over-Year Comparison

Other Corporate Interests of Canada	March 31, 2004	March 31, 2003
Mixed enterprises	1	1
Joint enterprises	3	3
International organizations	18	18
Shared-governance corporations	141	139
Corporations under the terms of the *Bankruptcy and Insolvency Act*	35	29

Other Corporate Interests – Additions and Deletions
During the year ending March 31, 2004

Mixed Enterprises	No Additions or Deletions
Joint Enterprises	No Additions or Deletions
International Organizations	No Additions or Deletions
Shared-governance Corporations	
Agri-Food Innovation Fund	Deleted
Centre d'affaires Info entreprises	Added
Fonds d'investissement et de développement de l'emploi dans les quartiers centraux de Québec (FIDE) Inc.	Deleted
Lake of the Woods Control Board	Added
New Brunswick Agricultural Council Inc.	Name changed[1]
Ontario Safety Net Research and Development Fund	Deleted
Prince George Airport Authority Inc.	Added
Sport Dispute Resolution Centre of Canada	Added
TV5 Québec Canada	Name changed[2]
Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games	Added

Corporations held under the terms of the *Bankruptcy and Insolvency Act*

574994 British Columbia Ltd.	Deleted
1239370 Ontario Inc.	Added
1395884 Ontario Limited	Added
Auratek Security Inc.	Added
B.C. Pacific Capital Corporation	Added
Cade Struktur Corporation	Deleted
Custom Assemblies Limited	Added
Hyal Pharmaceutical Corporation	Added
IANett International Systems Ltd.	Added
Techcana Inc.	Added

---

1. Name changed from New Brunswick Agricultural Council.
2. Name changed from Le Consortium de télévison Québec Canada Inc. (TV5).

Mixed Enterprises

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Finance				
Petro-Canada[1]				
To enhance shareholder's value through development, production and distribution of hydrocarbons and other types of fuel and energy.	PO Box 2844 Calgary AB T2P 3E3 (403) 296-8000	*Canada Business Corporations Act*, 1975	December 31 A = $14.6B L = $4.4B Deloitte & Touche LLP	18.60%

---

1. In September 2004, the government sold 49,390,104 shares of Petro-Canada for gross proceeds of $3.2 billion. This sale completed the privatization of Petro-Canada, which was commenced in 1991 when shares were initially offered from the company's treasury under the *Petro-Canada Public Participation Act*.

Joint Enterprises

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Industry and Minister responsible for Canada Economic Development				
Société du parc industriel et portuaire Québec-Sud				
To conduct the sale of the corporation's lands and to suggest an alternative solution to two levels of government on the use of the proceeds of this sale since the lands are unsuitable for an industrial infrastructure.	Bureau 300 13, rue St-Louis Lévis QC G6V 4E2 (418) 833-5925	Special Act of the Quebec Government (1974)	March 31 A = $1.7M L = $0M Auditor General of Quebec	40%
Minister of Industry and of Western Economic Diversification				
North Portage Development Corporation (operating as The Forks North Portage Partnership)				
To foster the social and economic redevelopment of the North Portage Avenue neighbourhood and The Forks areas in downtown Winnipeg.	Suite 200 350 Portage Avenue Winnipeg MB R3C 0C3 (204) 943-7752	*Manitoba Corporations Act*, 1983	March 31 A = $94.0 M L = $5.7M Ernst & Young	33.3%
Minister of Natural Resources				
Lower Churchill Development Corporation Limited				
To establish a basis for the development of all or part of the hydroelectric potential of the Lower Churchill basin and the line transmission of this energy to markets.	PO Box 12700 St. John's NL A1B 3T5 (709) 737-1400	*Newfoundland Companies Act*, 1978	December 31 A = $5M L = $0M Deloitte & Touche	49%

International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees[2]
Minister of Canadian Heritage				
World Anti-Doping Agency				
To promote and coordinate at the international level the fight against doping in sport in all forms.	Suite 700 Stock Exchange Tower 800 Place Victoria Montréal QC H4Z 1B7 (514) 904-9232	Incorporated under Swiss Law as a not-for-profit organization, 1999	Price Waterhouse Coopers	1/36
Minister of the Environment				
International Lake Memphremagog Levels Board				
A forum for dispute resolution regarding the regulation of the levels of Lake Memphremagog in accordance with international obligations and federal and provincial legislation.	c/o EC Québec Region Suite 300 100 Alexis-Nihon Blvd. St-Laurent QC H4M 2N8 (514) 283-1628	The Board was created pursuant to an agreement between the governments of Canada and the U.S.A.	n/app*	1/2
International Lake of the Woods Control Board				
Lake of the Woods is an international boundary water. The International Lake of the Woods Control Board is responsible for approving the outflow from Lake of the Woods when the lake level is above or below certain specified elevations.	c/o EC Sustainable Water Use Branch, WPCD 4th Floor 351 St-Joseph Blvd. Hull QC K1A 0H3 (819) 997-2529	The Board was created pursuant to Canada-U.S. Treaty. (Lake of the Woods Convention and Protocol, 1925)	n/app	1/2

---

2. For share-capital corporations, a percentage value represents the degree of federal ownership. For entities without share capital, a fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

* n/app – not applicable

International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of the Environment (continued)				
International Niagara Committee				
To determine the amount of water available for the purposes of the Treaty and to record the amounts of water used for power diversions.	c/o EC Meteorological Service of Canada Ontario Region 867 Lakeshore Rd. PO Box 5050 Burlington ON L7R 4A6 (905) 336-4580	The Niagara Diversion Treaty, 1950 as administered by the Department of Foreign Affairs and International Trade and the U.S. State Department	n/app	1/2
International Porcupine Caribou Board				
The Board makes recommendations and provides advice on those aspects of the conservation of the Porcupine Caribou Herd and its habitat that require international coordination.	c/o EC Pacific and Yukon Region Canadian Wildlife Service 91782 Alaska Highway Whitehorse YT Y1A 5B7 (867) 393-6700	Agreement signed by the U.S.A. and Canada on the Conservation of the Porcupine Caribou Herd, 1987	n/app	4/8
North American Commission for Environmental Cooperation – Joint Public Advisory Committee				
The Committee provides advice to the Council of the North American Commission for Environmental Cooperation on matters within the scope of the North American Agreement on Environmental Cooperation, a "side agreement" to the North American Free Trade Agreement.	Suite 200 393 Saint-Jacques St. Montréal QC H2Y 1N9 (514) 350-4300	The Committee was created pursuant to the North American Agreement on Environmental Cooperation	n/app	5/15

International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Finance				
European Bank for Reconstruction and Development				
To develop a vibrant private sector and to help foster the transition from centrally planned economies to market economies in the new Europe.	One Exchange Square London EC2A 2JN England 44-20-7338-6000	*European Bank for Reconstruction and Development Agreement Act*, 1991	Price Waterhouse Coopers (London) LLP	3.43%
International Bank for Reconstruction and Development				
To assist in the reconstruction and development of territories of member countries.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-1000	*Bretton Woods and Related Agreements Act*, 1945	Deloitte Touche Tohmatsu (Int'l Firm)	2.85%
International Development Association				
To promote economic development, increase productivity and thus raise standards of living in the less developed areas of the world.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-1000	Articles of Agreement, 1960, *International Development Association Act*, 1960	Deloitte Touche Tohmatsu (Int'l Firm)	2.97%
International Finance Corporation				
To further economic development by encouraging the growth of productive enterprises in member countries, supplementing the activities of the International Bank for Reconstruction and Development.	2121 Pennsylvania Ave. Washington DC 20433 U.S.A. (202) 473-7711	Articles of Agreement; Vote 731, *Appropriation Act No. 6*, 1956	Deloitte Touche Tohmatsu (Int'l Firm)	3.45%

International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Finance (continued)				
International Monetary Fund				
To promote economic welfare by encouraging the expansion of trade, the maintenance of orderly exchange arrangements, and the reduction of balance of payments.	700-19th St. NW Washington DC 20431 U.S.A. (202) 623-7000	Agreement signed by member countries, 1945	Price Waterhouse Coopers LLP	2.99%
Multilateral Investment Guarantee Agency				
To encourage the flow of investments for productive purposes among member countries, thus supplementing the activities of the International Bank for Reconstruction and Development, the International Finance Corporation and other international development finance institutions.	1818-H Street NW Washington DC 20433 U.S.A. (202) 473-6167	*Bretton Woods and Related Agreements Act*, 1988	Deloitte Touche Tohmatsu (Int'l Firm)	3.19%
Minister of Foreign Affairs				
African Development Bank				
To contribute to the economic development and social advancement of the member countries, individually and collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Africa.	Temporary Relocation Agency 15, Avenue du Ghana PO Box 323 1002 Tunis Belvédère Tunisia 011-216-71-333-511	Agreement signed by member countries, 1963 and the *International Development (Financial Institutions) Continuing Assistance Act*	Deloitte & Touche	3.007%

International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Foreign Affairs (continued)				
Asian Development Bank				
To promote the economic and social advancement of developing country members. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Asia.	PO Box 789 1099 Manila Philippines 011-632-6005	Agreement signed by member countries, 1965 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse Coopers	5.27%
Caribbean Development Bank				
To contribute to the harmonious economic growth and development of the member countries, and integration among them, having special and urgent regard to the needs of the less developed members of the region. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	PO Box 408 Wilday, St. Michael Bridgetown Barbados 1-8-246-429-3550	Agreement signed by member countries, 1969 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	9.50%
Inter-American Development Bank				
To contribute to the acceleration of the process of economic/social development of the regional developing member countries, individually or collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	1300 New York Ave. NW Washington DC 20577 U.S.A. (202) 623-1000	Agreement signed by member countries, 1959 and the *International Development (Financial Institutions) Continuing Assistance Act*	Ernst & Young LLP	4.00%

International Organizations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Foreign Affairs (continued)				
International Boundary Commission				
To maintain the demarcation and cartographic representation of the land and water boundary between Canada and the United States, and to regulate all construction within three metres of the boundary line.	Room 571 615 Booth St. Ottawa ON K1A 0E9 (613) 995-4341	Treaty of Washington, 1908 and 1925; *International Boundary Commission Act*, 1960	n/app	1/2
Minister of Veterans Affairs				
Commonwealth War Graves Commission				
To mark and maintain graves and memorials and keep records of the members of the Forces of the Commonwealth who died in the two World Wars.	2 Marlow Rd. Maidenhead Berkshire SL6 7DX U.K. (0628) 34221	Royal Charter, 1917	Grant Thornton	1/14

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members[3]
Minister of Agriculture and Agri-Food				
Agri-adapt Council Inc.				
An industry-led council administers the funds allocated to Newfoundland by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 1045 308 Brookfield Road Mount Pearl NL A1N 3C9 (709) 747-4874	*Companies Act* of the Province of Newfoundland and Labrador, 1996	Deborah A. Muir CGA	2/11
Agricultural Adaptation Council				
To foster increased long-term growth, employment and competitiveness in the industry and in rural Ontario. To encourage the development of innovative technologies that will assist the Ontario industry to adapt and become more competitive in a global economy.	192 Nicklin Road Guelph ON N1H 7L5 (519) 822-7554	*Agricultural and Horticultural Organizations Act* of the Province of Ontario, 1995	Hillson Co. LLP (Guelph)	1/18

---

3. This fraction shows the number of members of the entity's board or governing body that can be appointed by the federal government over the total number of board members.

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Agriculture and Food Council of Alberta				
An industry-led council administers the funds allocated to Alberta by the federal government to promote the agri–food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 402 1101-5 Street Nisku AB T9E 7N3 (780) 955-3714	*Society Act* of the Province of Alberta, 1994	Meyers Norris Penny LLP	2/27
Agri-Futures Nova Scotia				
An industry-led council administers the funds allocated to Nova Scotia by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	757 Ostrea Lake Road Musquodoboit Harbour NS B0J 2L0 (902) 889-2323	*Societies Act* of the Province of Nova Scotia, 1996	Price Waterhouse Coopers	1/11
British Columbia Investment Agriculture Foundation (BCIAF)				
An industry-led council administers the funds allocated to B.C. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 8248 Victoria BC V8W 3R9 (250) 356-1662	*Society Act* of the Province of British Columbia, 1996	BDO Dunwoody LLP	1/15

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canada-Alberta Beef Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the beef industry in Alberta.	Alberta Beef Producers 320-6715 8th Street NE Calgary AB T2E 7H7 (403) 275-4401	Canada-Alberta Beef Industry Development Companion Agreement, *Farm Income Protection Act*	KPMG LLP	1/7
Canada-Alberta Hog Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the hog industry in Alberta.	4828-89th Street Edmonton AB T6E 5K1 (780) 491-3527	Canada-Alberta Hog Industry Development Companion Agreement (April 16, 1997) and Amending Agreement (May 19, 1998), *Farm Income Protection Act*	KPMG	1/7
Canada-Alberta Sugar Beet Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the sugar beet industry in Alberta.	Alberta Sugar Beet Growers' Marketing Board 4900-50th Street Taber AB T1G 1T3 (403) 223-1110	Canada-Alberta Sugar Beet Industry Development Companion Agreement, *Farm Income Protection Act*	BDO Dunwoody LLP	1/7

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canada-Manitoba Agri-Food Research and Development Initiative				
To initiate, encourage, promote, and conduct innovative research and development projects that contribute to the economic well-being of Canada and Manitoba.	Administrator Agri-food R&D Council Manitoba Association of Agricultural Societies PO Box 72 Morris MB R0G 1K0 (204) 746-8186	Implementation Agreement of the Federal/Provincial /Territorial Framework on Agriculture and Agri-Food Policy for the 21st Century, *Farm Income Protection Act*	Hamilton and Asselstine, CA	6/13
Canada-Newfoundland Agri-Food Innovation Fund				
To provide financial assistance to Newfoundland farmers for the development of primary and value-added agricultural sectors in Newfoundland and Labrador.	Department of Forest Resources and Agrifoods PO Box 2006 Corner Brook NL A2H 6J8 (709) 637-2077	Canada-Newfoundland and Labrador Agri-Food Innovation Agreement, *Farm Income Protection Act*	Newfoundland Provincial Auditor	1/6
Canadian Farm Business Management Council (CFBMC)				
To monitor and provide guidance on the implementation of the Canadian Farm Business Management Program; promote and encourage the application of sound farm business management principles and practices; and encourage, coordinate and fund projects undertaken on a national, regional, multi-provincial or provincial basis.	Suite 300 880 Wellington St. Ottawa ON K1R 6K7 (613) 237-9060	*Canada Corporations Act*, 1992	Collin Barrow	0/9

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canadian International Grains Institute				
To provide educational programs and technical services in support of market development and promotion of world markets in Canada's grains, oil seeds and special crops.	Suite 1000 303 Main St. Winnipeg MB R3C 3G7 (204) 984-5344	*Canada Corporations Act*, 1972	Deloitte & Touche	3/5
Canadian Livestock Records Corporation				
To perform services for and on behalf of members of the fifty Breed Associations. To ensure the maintenance of the Breed Associations' Herd Books, and to maintain the General Stud and Herd Book.	2417 Holly Lane Ottawa ON K1V 0M7 (613) 731-7110	*Animal Pedigree Act*, 1988	Newton & Co.	1/7
Centre de développement du porc du Québec Inc.				
To exercise leadership in the development and transfer of new technologies in order to actively contribute to improving the quality and efficiency of a sustainable Quebec hog industry.	Bureau 340 2795, boul. Laurier Sainte-Foy QC G1V 4M7 (418) 650-2440	3^{e} partie de la *Loi sur les compagnies du Québec*, 1992	Raymond Chabot Grant Thornton	1/18

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)				
To advise the Minister of Agriculture, Fisheries and Food Quebec on research and development activities to encourage dialogue in order to help the bio-food sector further the goal of sustainable development.	Direction de l'innovation scientifique et technologique MAPAQ 9^{e} étage 200, chemin Ste-Foy Québec QC G1R 4X6 (418) 380-2103	Gouvernement du Québec; *Loi sur le vérificateur général*	Auditor General of Quebec	1/23
Conseil pour le développement de l'agriculture du Québec (CDAQ)				
To administer the funds allocated to different federal or provincial organizations for the agricultural sector.	Bureau 110 555, boul. Roland-Therrien Longueuil QC J4H 4E7 (450) 679-0540, poste 8353	3^{e} partie de la *Loi sur les compagnies du Québec*, 1996	Raymond Chabot Grant Thornton	1/9
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.				
An industry-led council administers the funds allocated to Quebec by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Suite 200 9001 de l'Acadie Blvd. Montréal QC H4N 3H7 (514) 858-2000	3^{e} partie de la *Loi sur les compagnies du Québec*	Samson Bélair Deloitte & Touche	1/12

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Manitoba Crop Diversification Centre (MCDC)				
An industry-led initiative with a mandate to identify, evaluate, demonstrate and facilitate the use of new crops, technologies and value added opportunities in a sustainable agricultural system. MCDC has three owned sites and two partnership sites representing a range of soil and climates. Much of the Centre's work is carried out in cooperation with outside agencies, groups and individuals. The centre provides a variety of assistance for research and demonstration activities, including technical support and use of its facilities and land.	PO Box 309 Carberry MB R0K 0H0 (204) 834-6000	*Department of Agriculture Act*, 1993	Meyers Norris Penny	3/9
Manitoba Rural Adaptation Council Inc.				
An industry-led council administers the funds allocated to Manitoba by AAFC's Canadian fund to encourage the agricultural indirectly and agro-rural Manitoba to adapt to changing market opportunities through diversification and value-added activities.	802-294 Portage Avenue Winnipeg MB R3C 0B9 (204) 982-4791	The *Corporation Act* of the Province of Manitoba, 1996	Meyers Norris Penny	4/22

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
New Brunswick Agricultural Council Inc.				
An industry-led council administers the funds allocated to New Brunswick by the federal government to promote the agriculture and agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	PO Box 5001 381 Killam Dr. Moncton NB E1C 8R3 (506) 856-2633	*Companies Act* of the Province of New Brunswick, 1997	Donald Cormier, C.A.	1/10
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)				
To strengthen New Brunswick's rural and resource-based economy through the development, application and commercialization of biotechnology and technological innovations.	PO Box 636 Station A Fredericton NB E3B 5A6 (506) 444-2444	New Brunswick Biotechnology Centre of Excellence Endowment Fund Agreement, *Department of Agriculture and Agri-Food Act* Provincially incorporated under the laws of the Province of New Brunswick, 1996	Teed Saunders Doyle Co. (Fredericton)	1/11
Nova Scotia Technology Development 2000				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported agricultural research in Nova Scotia.	Nova Scotia Department of Agriculture & Fisheries Harlow Institute 176 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research Technology 2000 Development Agreement, *Farm Income Protection Act*	Price Waterhouse Coopers	2/10

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
POS Pilot Plant Corporation				
Excellence in service through dedicated staff providing bioprocessing solutions that enhance our clients' competitiveness.	118 Veterinary Rd. Saskatoon SK S7N 2R4 (306) 978-2800	*Canada Corporations Act*, 1973 Letters Patent	KPMG	1/14
Prince Edward Island Adapt Council Inc. (PEIAC)				
An industry-led council administers the funds allocated to P.E.I. by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Room 103 420 University Ave. Charlottetown PE C1A 7Z5 (902) 368-2005	*Companies Act* of the Province of Prince Edward Island, 1997	Beaton Fitzpatrick Murray	1/12
Saskatchewan Council for Community Development				
To support and promote community-based development. To act as a catalyst for community cooperation, empowerment and development and to offer quality programs to rural Saskatchewan communities.	Box 21038 Saskatoon SK S7H 5N9 (306) 975-6847	Section 4(a) of the *Department of Agriculture and Agri-Food Act* Registered as a non-profit corporation, 1996	Davies Breen & Hrynewich	2/14
Territorial Farmers Association NWT				
An industry-led council administers the funds allocated to the Northwest Territories by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace	PO Box 4386 Hay River NT X0E 1G3 (867) 874-4706	*Societies Act* of the Territory of the Northwest Territories, 1973	Ashton Chartered Accountants	1/5

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Western Grains Research Foundation				
To initiate, encourage, support and conduct research into grain production and into economic and market development of grain products.	210-111 Research Drive Saskatoon SK S7N 3R2 (306) 975-0060	*Canada Corporations Act*, 1981	Price Waterhouse Coopers	1/18
Yukon Agricultural Association				
An industry-led council administers the funds allocated to Yukon Territory by the federal government to promote the agri-food industry's adaptation efforts by assisting the sector to seize opportunities emerging in the marketplace.	Room 203 302 Steele St. Whitehorse YT Y1A 2C5 (867) 668-6864	The *Societies Act* of the Territory of the Yukon, 1974	Ordish & Ordish	0/15
Minister of Canadian Heritage				
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2003 Bathurst–Campbellton Canada Winter Games on behalf of Canada, the Province of New Brunswick and other complementary purposes.	29 Roseberry St. Campbellton Restigouche County PO Box 456 Campbellton NB E3N 3G9	*Corporate Act of New Brunswick*, 1999	Barry R. Coleman, C.A.	1/22

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
2005 Regina Canada Summer Games Host Society				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2005 Regina Canada Summer Games on behalf of Canada, the Province of Saskatchewan and other complementary purposes.	Suite 205 438 Victoria Avenue East Regina SK S4N 0N7	*Canada Corporations Act* (2001)	Virtus Group LLP	1/9
2007 Whitehorse Canada Winter Games Host Society Inc.				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2007 Whitehorse Canada Winter Games on behalf of Canada, the Yukon Territory and other complementary purposes.	Bag 2007 Whitehorse, YK Y1A 6T7	*Canada Corporations Act* (2002)	To be appointed	2/18
Association for the Export of Canadian Books				
To promote the export of Canadian books. To administer the export budget for the Department of Canadian Heritage's Book Publishing Industry Development Program.	Suite 504 1 Nicholas St. Ottawa ON K1N 7B7 (613) 562-2324	*Canada Corporations Act*, 1972	Logan Katz	2/12
Calgary Olympic Development Association				
To foster the development of Canadian winter sport athletes, administer the Olympic Endowment Funds, and operate and maintain Canada Olympic Park.	88 Canada Olympic Rd. SW Calgary AB T2M 4N3 (403) 286-2632	*Society Act* of Alberta, 1979	Price Waterhouse Coopers	1/20

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Canada Commonwealth Legacy Fund				
To finance programming and dedicated to develop standards of high performance and competitive excellence in domestic and international amateur sport.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	*Canada Corporations Act* 1994 *Society Act* of B.C. 1994	Dale Matheson Carr Hilton	1/5
Canada Games Council				
To provide a major national multi-sport event for the best young athletes in all provinces and territories.	701-2197 Riverside Drive Ottawa ON K1H 7X3 (613) 526-2320	*Canada Corporations Act*, 1991	Cloutier & Brisebois	3/14
Canadian Sport Centre - Atlantic				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 308 5516 Spring Garden Rd. Halifax NS B3J 1G6 (902) 425-5822	*Nova Scotia Act*, 1999	Deloitte & Touche	1/15
Canadian Sport Centre – Calgary				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Faculty of Physical Education University of Calgary 2500 University Drive NW Calgary AB T2N 1N4 (403) 220-8196	*Society Act* of Alberta, 1994	Price Waterhouse Coopers	1/12

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Canadian Sport Centre – Greater Victoria				
To create a dynamic environment for sport excellence at all levels by delivering world class coaching, quality athlete services and long-term sport development programs.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	*Society Act* of B.C., 1988	Norgaard Neale Campden Ltd.	1/12
Canadian Sport Centre – Manitoba				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o University of Manitoba Frank Kennedy Centre Room 138 17 Dafoe Rd. Winnipeg MB R3T 2N2 (204) 474-6604	*Corporate Act* of Manitoba	Hemingway Silver	1/17
Canadian Sport Centre – Saskatchewan				
To support high performance athletes to achieve podium performances at international competitions through a holistic development process.	1870 Lorne Street Regina SK S4P 2L7 (306) 975-0809	Under Sask 1972 Sport Inc.	KPMG	1/11
Canadian Sport Centre – Toronto				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 606A 1185 Eglinton Ave. E North York ON M3C 3C6 (416) 426-7184	*Canada Corporations Act*, (Ontario) 1998	James G.A. Gibbs	1/12

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Canadian Television Fund, The				
To assist the creation and broadcast in prime time of high-quality, culturally-significant Canadian television programs in English, French and Aboriginal languages in the genres of drama, variety, children's, documentaries and performing arts, and by both the majority and minority official-language production sectors.	5th Floor 111 Queen Street E Toronto ON M5C 1S2 (416) 214-4400 1-877-975-0766	*Canada Corporations Act*, Part II, 1996	KPMG	5/19
Coaching Association of Canada				
To enhance the experience of all Canadian athletes through quality coaching.	Suite 300 141 Laurier Ave. W Ottawa ON K1P 5J3 (613) 235-5000	*Canada Corporations Act*, 1971	Ouseley Hanvey Clipsham Deep LLP	4/12
Hamilton 2003 World Road Cycling Championships				
To organize and manage the 2003 World Road Cycling Championships in Hamilton.	c/o David Braley Orlick Industries Inc. 411 Parkdale Avenue North PO Box 591 LCD#1 Hamilton ON L8L 9G1 (905) 544-1997 ext. 303	*Canada Corporations Act*, 2000	KPMG	2/12

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
National Multi-Sport Centre – Montreal				
To help high performance athletes training for the Olympic Games, world championships and other international competitions to reach their highest level of performance.	1000 Émile-Journeault Ave. Montréal QC H2M 2E7 (514) 872-1999	Partie 3, *Loi sur les compagnies du Québec*, 1997	Gosselin et associés	1/10
PacificSport Canadian Sport Centre – Vancouver				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	BC Place Stadium 3rd Floor East Airlock 777 Pacific Blvd. South Vancouver BC V6B 4Y8 (604) 730-7228	*Society Act* of B.C., 1998	Staley Okada Chandler & Scott	1/12
Sport Dispute Resolution Centre of Canada				
To provide to the sport community a national alternative service for sport disputes as well as expertise and assistance regarding alternative dispute resolution.	8305 Chemin Côte-de-Liesse Montreal QC H4T 1G5 (514) 733-6697 or 1-866-600-6697	*Physical Activity and Sport Act*, 2003	To be appointed	12/12
The 3rd IAAF World Youth Athletics Championship – Sherbrooke 2003				
To promote and celebrate the new levels of athletic performances for athletes aged 15-17.	2003 Sherbrooke 145 Sauvé Street Sherbrooke QC J1L 1L6 (819) 573-2003	Partie 3, *Loi sur les companies du Québec*, 2001	Samson Bélair Deloitte & Touche	1/12
TV5 Québec Canada				
Promote the French language throughout the world through a specialty television service.	Bureau 101 1755 René-Lévesque Blvd. E Montréal QC H2K 4P6 (514) 522-5322	*Canada Corporations Act*, Part II, 1991	Samson Bélair Deloitte & Touche	2/9

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games				
To organize and manage the hosting of 2010 Olympic and Paralympic Games in Vancouver and Whistler.	650-375 Water Street Vancouver BC V6B 5C6 (604) 408-2010	Part II of the *Canada Corporations Act*, 2003	To be appointed	3/20
Minister of the Environment				
Canadian Foundation for Climate and Atmospheric Sciences (CFCAS)				
To fund research that improves the scientific understanding of processes and predictions, provides relevant science to policy makers and improves understanding of the ways in which these challenges affect human health and the natural environment in addition to strengthening Canada's scientific capacity.	Suite 901 350 Sparks Street Ottawa ON K1R 7S8 (613) 238-2223	*Canada Corporations Act*, 2000	Ouseley Hanvey Clipsham Deep LLP	3/13
Lake of the Woods Control Board (LWCB)				
Lake of the Woods is an international boundary water. The Lake of the Woods Control Board is responsible for the regulation of levels in the Lake of the Woods and Lac Seul and flows in the Winnipeg and English Rivers downstream of these lakes to their junction, in accordance with international obligations and federal and provincial legislation.	c/o Executive Engineer Lake of the Woods Secretariat 351 St. Joseph Blvd. Gatineau QC K1A 0H3	The Board was created pursuant to Section 2 of the *Lake of the Woods Control Board Act* (1921, amended 1958) and is further mandated by a Canada-U.S. treaty (Lake of the Woods Convention and Protocol, 1925)	n/app	1/4

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of the Environment (continued)				
Wildlife Habitat Canada				
To promote the conservation, restoration and enhancement of wildlife habitat in Canada in order to retain the diversity, distribution and abundance of wildlife.	Suite 310 1750 Courtwood Crescent Ottawa ON K2C 2B5 (613) 722-2090	*Canada Corporations Act*, 1984	KPMG	6/12
Minister of Fisheries and Oceans				
International Fisheries Commissions Pension Society				
To arrange for and administer the provision of pensions and insurance for Canadian employees of any international fisheries commission whose seat or headquarters is established and maintained by Canada or the U.S., or both.	c/o Fisheries and Oceans 200 Kent St. Ottawa ON K1A 0E6 (613) 993-1860	*Canada Corporations Act*, 1957	Director General Corporate Review, Evaluation and Audit Directorate, Fisheries and Oceans	4/8
Minister of Foreign Affairs				
Asia-Pacific Foundation of Canada				
To develop closer ties between the peoples and institutions of Canada and the Asia-Pacific region.	Suite 666 999 Canada Place Vancouver BC V6C 3E1 (604) 684-5986	*Asia-Pacific Foundation of Canada Act*, 1984	Deloitte & Touche	3/8
International Centre for Human Rights and Democratic Development				
To promote and support cooperation between Canada and other countries for the purpose of developing and strengthening human rights institutions.	Suite 1100 1001 Maisonneuve Blvd. E Montréal QC H2L 4P9 (514) 283-6073	*International Centre for Human Rights and Democratic Development Act*, 1988	Auditor General of Canada	10/13

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Foreign Affairs (continued)				
Roosevelt Campobello International Park Commission				
To administer as a memorial to U.S. President Franklin Delano Roosevelt.	459 Route 774 Welshpool NB E5E 1A4 (506) 752-2922	*The Roosevelt Campobello International Park Commission Act*, 1964	Foster, Carpenter, Black & Co.	3/6
Minister of Health				
Canadian Centre on Substance Abuse				
To promote informed debate and increased public awareness and participation on the part of Canadians regarding alcohol and drug related issues; to disseminate information on the nature, extent and consequences of substance abuse, and to support and assist organizations involved in substance abuse treatment prevention and educational programming.	Suite 300 75 Albert St. Ottawa ON K1P 5E7 (613) 235-4048	*Canadian Centre on Substance Abuse Act*, 1988	McIntyre & McLarty	6/15

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Canadian Coordinating Office for Health Technology Assessment (CCOHTA)				
To encourage the appropriate use of health technology by influencing decision makers through the collection, analysis, creation and dissemination of information concerning the effectiveness and cost of technology and its impact on health. Aim to facilitate information exchange, resource pooling and the coordination of priorities for health technology assessments.	600-865 Carling Ave. Ottawa ON K1S 5S8 (613) 226-2553	*Canada Corporations Act*, 1980 CCOHTA incorporated, 1989	McCay Duff & Company	1/13

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Canadian Health Infoway Inc.				
a) to accelerate the development and adoption of modern systems of health information and communication technologies; b) to define and promote standards governing shared data to ensure the compatibility of health information networks; c) without limiting the foregoing, in the pursuance of those objects set out in (a) and (b): to support the adoption of such standards for health information and compatible communications technologies for the health sector in Canada; to enter into collaborative arrangements as required with the governments of Canada, the provinces and territories, corporations, not-for-profit organizations and other persons for the development and adoption of the standards and technologies; to incorporate standards that protect personal privacy and confidentiality of individual records, and security of health information; and to undertake its work in both official languages of Canada.	Suite 2500 1155 René-Levesque Blvd. W Montréal QC H3B 2K4 1 888 868–0550	Note: Infoway was incorporated under the *Canada Corporations Act*, Part II, in January 2001 *Canada Health Care, Early Childhood Development and Other Social Services Funding Act 2000*, C.35 This is the authority for the transfer of the initial $500 million. An additional $600 million is being provided subject to an enactment of Parliament of Canada out of 2002-03 fiscal year funds.	KPMG	2/11

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Canadian Health Services Research Foundation				
To sponsor and promote applied health systems research, to enhance its quality and relevance, and to facilitate its use in evidence-based decision making by policy makers and health systems managers.	Suite 301 11 Holland Ave. Ottawa ON K1Y 4S1 (613) 728-2238	*Canada Corporations Act*, 1997	Ernst & Young LLP	3/12
Canadian Institute for Health Information				
To serve as the national mechanism to coordinate the development and maintenance of a comprehensive and integrated health information system in Canada; to coordinate the provision of accurate and timely information required for: (i) the establishment of sound health policy, (ii) the effective management of the Canadian health system, and (iii) generating public awareness about factors affecting good health.	Suite 200 377 Dalhousie St. Ottawa ON K1N 9N8 (613) 241-7860	*Canada Corporations Act*, 1995	Ernst & Young	2/16
PARTICIPaction				
To inform Canadians about the positive benefits of physical fitness and to motivate them to adopt healthy, physically active lifestyles. To promote fitness through participation in sport and physical recreation.	Suite 220 40 Dundas St. W Toronto ON M5G 2C2 (416) 977-7467	*Canada Corporations Act*, 1971	KPMG Peat Marwick Thorne	1/20

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Terry Fox Humanitarian Award Inc.				
To encourage Canadian youth to seek high ideals as represented by Terry Fox by granting commemorative scholarships for the pursuit of higher education; to establish, maintain and manage an endowment fund.	c/o Simon Fraser University Burnaby BC V5A 1S6 (604) 291-3057	*Canada Corporations Act*, 1980	Ouseley Hanvey Clipsham Deep LLP	3/12
Minister of Human Resources and Skills Development and Minister of Finance				
Canada Millennium Scholarship Foundation				
To grant scholarships to students who are in financial need and who demonstrate merit, in order to improve access to post-secondary education so that Canadians can acquire the knowledge and skills needed to participate in a changing economy and society.	Suite 800 1000 Sherbrooke St. West Montréal QC H3A 3R2	*Budget Implementation Act*, 1998	Ernst & Young LLP	6/15
Minister of Indian Affairs and Northern Development				
Northern Native Fishing Corporation				
To preserve a fleet of fishing vessels and related licences for the long-term benefit of native fishers, and to foster their development as independent business operators.	Site 19, Comp. 45 RR 3 Station Main Kitsum Kalum Reserve Terrace BC V8G 4R6 (250) 638-0986	*British Columbia Companies Act*, 1982	Carlyle Shepherd & Co.	0/6

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry				
Canada Foundation for Innovation				
To strengthen Canada's capacity for innovation by investing in research infrastructure at Canadian universities, hospitals, colleges, and not-for-profit institutions.	Suite 450 230 Queen St. Ottawa ON K1P 5E4 (613) 947-6496	*Budget Implementation Act*, 1997	Ernst & Young	7/15
Genome Canada				
To support a national genomic research initiative for the benefit of Canadians.	21st Floor 150 Metcalfe Street Ottawa ON K2P 1P1 (613) 751-4460	*Canada Corporations Act*, Part II, 2000 Funding agreement, 2000	KPMG	5/16
Minister of Industry and Minister Responsible for Canada Economic Development				
Centre d'affaires Info entreprises				
Offer business information on federal and provincial government programs and services.	Bureau 6000 380, rue Sainte-Antoine O. Montréal QC H2Y 3Y7	*Loi sur les compagnies du Québec*, Part III, 2003	To be appointed	3/11[4]
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)				
To foster the entrepreneurial spirit and the creation of businesses among students, graduates and the entire personnel of the UQAC, and to support the development activities of other institutions of higher learning in the region.	555, boul. de l'Université Chicoutimi QC G7H 2B1	*Loi sur les compagnies du Québec*, 1998	Raymond Chabot Grant Thornton	1/11

---

[4] Members from private sector have been appointed by Canada Economic Development Minister. They are not federal employees and do not represent Canada Economic Development.

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Corporation Camp Spatial Canada				
To manage the Cosmodome, a complex dedicated to science, museology and tourism.	2150, autoroute des Laurentides Laval QC H7T 2T8	*Canada Corporations Act*, 1991	Samson Bélair Deloitte et Touche	2/15
Fondation du maire de Montréal pour la Jeunesse				
To assist young disadvantaged Montrealers who are contributing to Montréal's economic development by starting their own businesses.	Suite 800 385 Sherbrooke St. East Montréal QC H2X 1E3 (514) 872-8401	*Loi sur les compagnies du Québec*, 1995	Samson Bélair Deloitte et Touche	1/19
Fonds commun des SADC du Québec				
Liquidity management through the SADC Network and emergency loans for members.	Bureau 530 979 De Bourgogne Montréal QC G1W 2L4	*Loi sur les compagnies du Québec*, 1999	Lemieux Nolet	1/5
Fonds de développement-emploi Montréal (FDEM)				
To promote the economic development of Montreal by providing capital funding to small local businesses through a capital investment fund.	Suite 100 5703 Sherbrooke St. E Montréal QC H1N 3M1	*Loi sur les compagnies du Québec*, 1988	Harel Drouin – PKF	1/12
Montréal International				
To promote the Greater Montreal area at an international level.	Suite 8000 380 Saint-Antoine St. W Montréal QC H2Y 3X7	*Loi sur les compagnies du Québec*, 1996	Raymond Chabot Grant Thornton	1/27

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Quartier International de Montréal				
To consolidate Montreal's role as the major Canadian host to international organizations through the redevelopment of this city district.	Suite 350 393 Saint-Jacques St. Montréal QC H2Y 1N9	*Loi sur les compagnies du Québec*, 1999	Raymond Chabot Grant Thornton	2/10
Société de développement à l'exportation de Longueuil				
Offer export counselling and advice to businesses located on the territory of the new city of Longueuil.	Bureau 120 204, boul. Montarville Longueuil QC J4B 6S2 (450) 645-2335	*Loi sur les compagnies du Québec*, Partie III, 1988	Faucher Daviault	2/9
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.				
To support the launching and development of aquacultural enterprises in the Gaspé Peninsula, Bas-Saint-Laurent, the Îles-de-la-Madeleine and on the North Shore.	PO Box 310 153 de la Reine St. Gaspé QC G4X 1T5	*Loi sur les compagnies du Québec*, 1998	Eric Duguay C.A.	2/12
Société du Havre de Montréal				
Develop a master intervention plan for the Société du Havre de Montréal.	303, Notre-Dame Street East 3rd Floor Montréal QC H2Y 3Y8 (514) 872-9345	*Loi sur les compagnies du Québec*, Partie III, 2002	Raymond Chabot Grant Thornton	2/15
Minister of Natural Resources				
2003 World Forestry Congress				
Preparation of the XII World Forestry Congress, Quebec City, Canada, September 21-28, 2003.	800 Place d'Youville 18th Floor Québec QC G1R 3P4	*Canada Corporations Act*, 2001	To be appointed	1/5

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Canada Foundation for Sustainable Development Technology				
The Foundation will administer the Sustainable Development Technology Fund (SDTF) for the development and demonstration of sustainable technologies, in particular those aimed at solutions to Canada's challenges in climate change and clean air.	Suite 250 230 Queen Street Ottawa ON K1P 5E4	*Canada Foundation for Sustainable Development Technology Act* (assented to 2001)	KPMG	7/15
Canada-Newfoundland Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Newfoundland Atlantic Accord Implementation Act* as enacted by the Parliament of Canada and the Legislature of Newfoundland and Labrador. The Board is funded by equal contributions from both the federal and provincial governments.	TD Place 5th Floor 140 Water St. St. John's NL A1C 6H6 (709) 778-1400	The *Canada-Newfoundland Atlantic Accord Implementation Act*, 1987	Deloitte & Touche	3.5/7[5]

---

[5] The Chairman is appointed jointly by the Federal Government and the Provincial Government.

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Canada-Nova Scotia Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act* as enacted by the Parliament of Canada and the Legislature of Nova Scotia. The Board is funded by both the federal and provincial governments with equal contributions.	TD Centre 6th Floor 1791 Barrington St. Halifax NS B3N 3K9 (902) 422-5588	The *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act*, 1988	Deloitte & Touche	2.5/5[5]
Canada's Climate Change Voluntary Challenge and Registry				
To provide the means for promoting and recognizing the effectiveness of the voluntary approach in addressing Canada's climate change objectives.	Suite 600 170 Laurier Ave. W Ottawa ON K1P 5V5 (613) 565-5151	*Canada Corporations Act*, 1997	McCay Duff & Co.	2/18

---

[5] The Chairman is appointed jointly by the Federal Government and the Provincial Government.

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Canadian Energy Research Institute				
To undertake independent, high quality economic research on energy and related environmental issues and policies in order to assist Canadian business and government organizations.	#150 3512-33 St. NW Calgary AB T2L 2A6 (403) 282-1231	*Alberta Societies Act*, 1996 *Canada Corporations Act*, 1998	Joe Benaschak, CA	5/26
Forest Engineering Research Institute of Canada				
To conduct research and development aimed at improving the efficiency of operations relating to the harvesting and transportation of wood and to improving the equipment used for silvicultural and private woodlots forestry of Canada.	580 Saint-Jean Blvd. Pointe-Claire QC H9R 3J9 (514) 694-1140	*Canada Corporations Act*, 1976	Samson Bélair Deloitte & Touche	3/21
Forintek Canada Corporation				
To be the leading force in the technological advancement of the Canadian wood products industry, through creation and implementation of innovative concepts, processes, products, and education programs.	University of British Columbia 2665 East Mall Vancouver BC V6T 1W5 (604) 224-3221	*Canada Corporations Act*, 1979	Coopers & Lybrand	2/26
Maritime Forestry Complex Corporation				
To establish a Maritime Provinces Regional Forestry Complex.	Hugh John Flemming Forestry Centre 1350 Regent St. Fredericton NB E3C 2G6 (506) 452-6950	*Maritime Forestry Complex Corporations Act*, New Brunswick, 1980	Deloitte & Touche	3/10

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Petroleum Technology Research Centre Inc.				
To initiate and support research and development projects aimed at enhancing the production and recovery of Canadian petroleum resources.	6 Research Drive Regina SK S4S 7J7	*Canada Companies Act*, 1998	Mintz & Wallace	1/12
Pulp and Paper Research Institute of Canada				
To enhance the technical competitiveness of its member companies through activities that support and supplement their own research and technical efforts.	570 Saint-Jean Blvd. Pointe-Claire QC H9R 3J9 (514) 630-4100	*Canada Companies Act*, 1950	Samson Bélair Deloitte & Touche	2/22
Tree Canada Foundation				
To promote public awareness and education regarding Canada's forests, to provide leadership and community action in building the conservation ethic in Canada and in co-ordinating actions and soliciting cooperation and funding, in support of urban and rural tree planting.	Suite 1750 220 Laurier Ave. W Ottawa ON K1P 5Z9 (613) 567-5545	*Canada Corporations Act*, 1991	Ted R. Lupinski, CA	4/14

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Public Works and Government Services				
Milit-Air Inc.				
The object of Milit-Air Inc. is to engage in activities in support of the training of Canadian and foreign military pilots in Canada in a safe, secure, efficient and cost effective manner as such activities are contemplated by the program called "NATO Flying Training in Canada".	Edmonton AB	*Canada Corporation Act*, Part II, 1998	KPMG	1/5
Minister of Transport				
Buffalo and Fort Erie Public Bridge Authority				
To construct, maintain and operate the Peace Bridge between Buffalo, New York and Fort Erie, Ontario.	Suite 232 10 Queen St. Fort Erie ON L2A 6M4 (905) 871-1608	*An Act respecting the Buffalo and Fort Erie Public Bridge Company*, 1934	Ernst & Young	5/10
NAV CANADA				
To acquire, own, manage, operate and develop the Canadian civil air navigation system in a safe, secure, efficient and cost-effective manner.	77 Metcalfe St. Ottawa ON K1P 5L6	*Canada Corporations Act*, Part II, 1996 *Civil Air Navigation Services Commercialization Act*, 1996	KPMG	3/15
Oshawa Harbour Commission				
To manage and control the harbour and the works and property therein under its jurisdiction. To develop the port and act as a catalyst in the utilization of port facilities in furthering trade nationally and internationally.	1050 Farewell St. Oshawa ON L1H 6N6 (905) 576-0400	*Harbour Commissions Act*, 1985	Deloitte & Touche	2/3

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
Saint John Harbour Bridge Authority				
To construct a bridge across the Harbour of Saint John, to enter into agreements respecting the financing, construction and financial operation of the bridge, and to collect tolls and other charges for the operation and maintenance of the bridge.	PO Box 3728 Station B West Saint John NB E2M 5C1 (506) 635-1320	An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962	Deloitte & Touche	1/7
St. Lawrence Seaway Management Corporation				
To manage and operate the St. Lawrence Seaway pursuant to a management agreement entered into between the St. Lawrence Seaway Management Corporation and Her Majesty the Queen.	202 Pitt St. Cornwall ON K6J 3P7	*Canada Corporations Act*, Part II, 1998	Deloitte & Touche	1/9
CANADA PORT AUTHORITIES				
To manage the marine infrastructure and services in a commercial manner that encourages, and takes into account, input from users and the community in which the port is located.				
Belledune Port Authority	112 Shannon Drive Belledune NB E8G 2W1	*Canada Marine Act*, 2000	Grant Thornton	5/7
Fraser River Port Authority	500-713 Columbia St. New Westminster BC V3M 1B2	*Canada Marine Act*, 1999	Grant Thornton	5/7
Halifax Port Authority	Pier 19 1215 Marginal Rd. PO Box 336 Halifax NS B3J 2P6	*Canada Marine Act*, 1999	Grant Thornton	5/7

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADA PORT AUTHORITIES (continued)				
Hamilton Port Authority	605 James St. N Hamilton ON L8L 1K1 (905) 525-4330	*Canada Marine Act*, 2001	Price Waterhouse Coopers	5/7
Montreal Port Authority	Port of Montréal Building, Wing #1 Cité du Havre Montréal QC H3C 3R5	*Canada Marine Act*, 1999	Samson Bélair Deloitte & Touche	5/7
Nanaimo Port Authority	104 Front St. PO Box 131 Nanaimo BC V9R 5K4	*Canada Marine Act*, 1999	Bestwick & Partners	5/7
North Fraser Port Authority	7911 Grauer Road Richmond BC V7B 1N4	*Canada Marine Act*, 1999	BDO Dunwoody	5/7
Port Alberni Port Authority	2750 Harbour Road Port Alberni BC V9Y 7X2	*Canada Marine Act*, 1999	Hill Lacoursière & Mollon	5/7
Prince Rupert Port Authority	200-215 CowBay Road Prince Rupert BC V8J 1A2	*Canada Marine Act*, 1999	KPMG	5/7
Quebec Port Authority	150, rue Dalhousie CP 2268 Québec QC G1K 7P7	*Canada Marine Act*, 1999	Mallette	5/7
Saguenay Port Authority	6600, chemin du Terminal Ville de La Baie QC G7B 3N9	*Canada Marine Act*, 1999	Samson Bélair Deloitte & Touche	5/7
Saint John Port Authority	5th Floor 133 Prince William St. Saint John NB E2L 2B5	*Canada Marine Act*, 1999	Ernst & Young	5/7

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADA PORT AUTHORITIES *(continued)*				
Sept-Îles Port Authority	1, quai Mgr-Blanche Sept-Îles QC G4R 5P3	*Canada Marine Act*, 1999	Mallette Maheu	5/7
St. John's Port Authority	1 Water St. PO Box 6178 St. John's NL A1C 5X8	*Canada Marine Act*, 1999	Grant Thornton	5/7
Thunder Bay Port Authority	100 Main St. Thunder Bay ON P7B 6R9	*Canada Marine Act*, 1999	BDO Dunwoody	5/7
Toronto Port Authority	60 Harbour St. Toronto ON M5J 1B7	*Canada Marine Act*, 1999	Deloitte & Touche	5/7
Trois-Rivières Port Authority	Bureau 300 1545, rue du Fleuve Trois-Rivières QC G9A 5K2	*Canada Marine Act*, 1999	Morin Cadieux Matteau Normand	5/7
Vancouver Port Authority	1900-200 Granville St. Vancouver BC V6C 2P9	*Canada Marine Act*, 1999	KPMG	6/9
Windsor Port Authority	502-251 Goyeau St. Windsor ON N9A 6V2	*Canada Marine Act*, 1999	Collins Barrow	5/7

CANADIAN AIRPORT AUTHORITIES

The mandate of a Canadian Airport Authority is to manage, operate and develop the airport(s) for which it is responsible in a safe, secure, efficient, cost effective and financially viable manner with reasonable airport user charges and equitable access to all air carriers; to undertake and promote the development of the airport lands for which it is responsible for uses compatible with air transportation activities; and to expand transportation facilities and generate economic activity in ways that are compatible with air transportation activities. The date of the official transfer of operational, managerial and developmental control of the airport(s) concerned from Transport Canada to the Airport Authority generally occurs one or more years after the year in which the Authority was incorporated.

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES (continued)				
Aéroport de Québec Inc.	Aéroport international Jean-Lesage Local 203 6e Ave 500, rue Principale Sainte-Foy QC G2G 2T9	*Canada Corporations Act*, Part II, 1996	Raymond Chabot	2/15
Aéroports de Montréal	1100, boul. René-Lévesque Ouest Montréal QC H3B 4X8	*Canada Corporations Act*, Part II, 1989	Raymond Chabot	2/13
Calgary Airport Authority	Calgary International Airport 2000 Airport Rd. NE Calgary AB T2E 6W5	*Regional Airports Authority Act* (Alberta), 1990	Price Waterhouse Coopers LLP	2/17
Charlottetown Airport Authority Inc.	Suite 132 250 Maple Hills Ave. Charlottetown PE C1C 1N2	*Canada Corporations Act*, Part II, 1996	Grant Thornton	2/11
Edmonton Regional Airports Authority	PO Box 9860 Edmonton AB T5J 2T2	*Regional Airports Authority Act* (Alberta), 1990	KPMG	2/13
Gander International Airport Authority Inc.	PO Box 392 Gander NL A1V 1W8	*Canada Corporations Act*, Part II, 1996	Blair Jewer	2/13
Greater Fredericton Airports Authority Inc.	Unit 22 2570 Highway 102 Lincoln NB E3B 9G1	*Canada Corporations Act*, Part II, 1996	Thornton McCain	2/11
Greater London International Airport Authority	1750 Grumlin Road London ON N5V 3B6	*Canada Corporations Act*, Part II, 1995	Ernst & Young	2/11

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES (continued)				
Greater Moncton Airport Authority Inc.	Unit 12 1575 Champlain St. Dieppe NB E1A 7P5	*Canada Corporations Act*, Part II, 1995	Grant Thornton	2/13
Greater Toronto Airports Authority	3111Convair Drive PO Box 6031 Toronto AMF ON L5P 1B2	*Canada Corporations Act*, Part II, 1993	Deloitte & Touche	2/15
Halifax International Airport Authority	PO Box 40 Elmsdale NS B0N 1M0	*Canada Corporations Act*, Part II, 1995	Ernst & Young LLP	2/13
Ottawa Macdonald-Cartier International Airport Authority	50 Airport Rd. Gloucester ON K1V 9B4	*Canada Corporations Act*, Part II, 1995	Deloitte & Touche	2/15
Prince George Airport Authority Inc.	Suite 201 1399-6th Avenue Prince George BC V2L 5L6	*Canada Corporations Act*, Part II, 2000	Deloitte & Touche	2/11
Regina Airport Authority	1-5201 Regina Ave. Regina SK S4W 1B3	*Canada Corporations Act*, Part II, 1997	Ernst & Young	2/15
Saint John Airport Inc.	4180 Loch Lomond Road Saint John NB E2N 1L7	Incorporated provincially, 1997	Price Waterhouse Coopers	2/10
Saskatoon Airport Authority	Suite 1 2625 Airport Drive Saskatoon SK S7L 7L1	*Canada Corporations Act*, Part II, 1995	Deloitte & Touche	2/12
St. John's International Airport Authority	Unit 301 38 Pearson St. St. John's NL A1A 3R1	*Canada Corporations Act*, Part II, 1996	Ernst & Young	2/12

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES (continued)				
Thunder Bay International Airports Authority Inc.	340-100 Princess St. Thunder Bay ON P7E 6S2	*Canada Corporations Act*, Part II, 1995	Ernst & Young	2/9
Vancouver International Airport Authority	PO Box 23750 Airport Postal Outlet Richmond BC V7B 1Y7	*Canada Corporations Act*, Part II, 1990	KPMG	2/12
Victoria Airport Authority	1640 Electra Blvd. PO Box 201 Sidney BC V8L 5V4	*Canada Corporations Act*, Part II, 1995	KPMG	2/12
Winnipeg Airports Authority Inc.	Admin. Bldg. Suite 249 2000 Wellington Ave. Winnipeg MB R3H 1C2	*Canada Corporations Act*, Part II, 1993	KPMG	2/15
Minister of Veterans Affairs				
Last Post Fund				
To ensure the provision of a dignified funeral and burial to eligible war veterans.	Suite 401 505 René Lévesque Blvd. Montréal QC H2Z 1Y7 (514) 866-2727	Federal Charter, 1921	Consulting and Audit Canada	1/12
President of the Treasury Board and Minister responsible for the Canadian Wheat Board				
Canadian Wheat Board, The				
The Canadian Wheat Board is incorporated with the object of marketing, in interprovincial and export trade, wheat and barley grown in Canada.	423 Main Street PO Box 816, Station Main Winnipeg MB R3C 2P5 (204) 983-0239	*Canadian Wheat Board Act*, 1935 and amendments to the *Canadian Wheat Board Act*, 1998	Deloitte & Touche	5/15

Shared-Governance Corporations

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Prime Minister				
Nature Trust of British Columbia, The				
To purchase and preserve ecologically important parcels of land in B.C.	260-1000 Roosevelt Crescent North Vancouver BC V7P 1M3 (604) 924-9771	*Canada Corporations Act*, 1971	KPMG	1/11
Vanier Institute of the Family, The				
To promote the spiritual and material well-being of Canadian families and to study their social, physical, mental, moral and financial environment and characteristics.	94 Centrepointe Drive Nepean ON K2G 6B1 (613) 228-8500	*Canada Business Corporations Act*, 1965	McCay Duff & Company	2/18

Bankruptcy and Insolvency Act

The Superintendent of Bankruptcy has received shares in the following shared-governance corporations from the trustee pursuant to the *Bankruptcy and Insolvency Act*:

1. 1239370 Ontario Inc.
2. 1395884 Ontario Limited
3. Amertek Inc.
4. Auratek Security Inc.
5. Autoskill International Inc.
6. B.C. Pacific Capital Corporation
7. Bugaboos Eyewear Corporation
8. Canadian Manoir
9. Canplats Resources Corporation
10. Carvern International
11. Consolidated Stone Industries Inc.
12. Cosem Neurostim Ltée
13. Custom Assemblies Limited
14. Data Trax Systems Ltd.
15. Dynasty Motocar Corporation
16. Ebdental Inc.
17. Goldenhill Cattle Company Ltd.
18. Groupe Immobilier Grilli Inc.
19. Hyal Pharmaceutical Corporation
20. IANett International Systems Ltd.
21. International Pursuit Corporation
22. InterUnion Financial Corporation
23. Kenloch Distillers Ltd.
24. Les Développements Phénix (1995) Inc.
25. Les laboratoires Quelab Inc.
26. Madison Partners Limited
27. Omnitech Migration International Inc.
28. Plain Tree Systems Inc.
29. Planète Medica Inc.
30. Process Capital Corporation

31. Sahelian Goldfields Inc.
32. Sitraco Inc.
33. Techcana Inc.
34. The Vivant Group Inc.
35. Unibex Inc.

V. Lists of Crown Corporations and Other Corporate Interests of Canada

List of Crown Corporations and Other Corporate Interests of Canada[1] by Ministerial Portfolio

Name of Corporation	Category
Agriculture and Agri-Food	
Agri-adapt Council Inc.	Shared-governance Corporation
Agricultural Adaptation Council	Shared-governance Corporation
Agriculture and Food Council of Alberta	Shared-governance Corporation
Agri-Futures Nova Scotia	Shared-governance Corporation
British Columbia Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation
Canadian Dairy Commission	Parent Crown Corporation
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation
Canadian International Grains Institute	Shared-governance Corporation
Canadian Livestock Records Corporation	Shared-governance Corporation
Centre de développement du porc du Québec Inc.	Shared-governance Corporation
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation
Farm Credit Canada	Parent Crown Corporation
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation
New Brunswick Agricultural Council Inc.	Shared-governance Corporation
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation
Nova Scotia Technology Development 2000	Shared-governance Corporation
POS Pilot Plant Corporation	Shared-governance Corporation
Prince Edward Island Adapt Council Inc. (PEIAC)	Shared-governance Corporation
Saskatchewan Council for Community Development	Shared-governance Corporation
Territorial Farmers Association NWT	Shared-governance Corporation
Western Grains Research Foundation	Shared-governance Corporation
Yukon Agricultural Association	Shared-governance Corporation

---

[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category
Canadian Heritage	
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Shared-governance Corporation
2005 Regina Canada Summer Games Host Society	Shared-governance Corporation
2007 Whitehorse Canada Winter Games Host Society Inc.	Shared-governance Corporation
ARTV	Associate of the Canadian Broadcasting Corporation
Association for the Export of Canadian Books	Shared-governance Corporation
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation
Calgary Olympic Development Association	Shared-governance Corporation
Canada Commonwealth Legacy Fund	Shared-governance Corporation
Canada Council for the Arts	Parent Crown Corporation
Canada Games Council	Shared-governance Corporation
Canadian Broadcasting Corporation	Parent Crown Corporation
Canadian Museum of Civilization	Parent Crown Corporation
Canadian Museum of Nature	Parent Crown Corporation
Canadian Race Relations Foundation	Parent Crown Corporation
Canadian Sport Centre – Atlantic	Shared-governance Corporation
Canadian Sport Centre – Calgary	Shared-governance Corporation
Canadian Sport Centre – Greater Victoria	Shared-governance Corporation
Canadian Sport Centre – Manitoba	Shared-governance Corporation
Canadian Sport Centre – Saskatchewan	Shared-governance Corporation
Canadian Sport Centre – Toronto	Shared-governance Corporation
Canadian Television Fund, The	Shared-governance Corporation
Coaching Association of Canada	Shared-governance Corporation
Country Canada	Subsidiary of the Canadian Broadcasting Corporation
Hamilton 2003 World Road Cycling Championships	Shared-governance Corporation
Look Communications Inc.	Associate of the Canadian Broadcasting Corporation
Master FM Limited	Associate of the Canadian Broadcasting Corporation
National Arts Centre Corporation	Parent Crown Corporation
National Capital Commission	Parent Crown Corporation
National Gallery of Canada	Parent Crown Corporation
National Museum of Science and Technology	Parent Crown Corporation
National Multi-Sport Centre – Montreal	Shared-governance Corporation
PacificSport Canadian Sport Centre – Vancouver	Shared-governance Corporation
Sport Dispute Resolution Centre of Canada	Shared-governance Corporation
Telefilm Canada	Parent Crown Corporation
The Canadian Documentary Channel	Associate of the Canadian Broadcasting Corporation

Name of Corporation	Category
The 3rd IAAF World Youth Athletics Championship – Sherbrooke 2003	Shared-governance Corporation
TV5 Monde	Associate of the Canadian Broadcasting Corporation
TV5 Québec Canada	Shared-governance Corporation
Vancouver Organizing Committee for 2010 Olympics and Paralympic Games	Shared-governance Corporation
Visnews Limited	Associate of the Canadian Broadcasting Corporation
World Anti-Doping Agency	International Organization
Environment	
Canadian Foundation for Climate and Atmospheric Sciences	Shared-governance Corporation
International Lake Memphremagog Levels Board	International Organization
International Lake of the Woods Control Board	International Organization
International Niagara Committee	International Organization
International Porcupine Caribou Management Board	International Organization
Lake of the Woods Control Board	Shared-governance Corporation
North American Commission for Environmental Cooperation – Joint Public Advisory Committee	International Organization
Wildlife Habitat Canada	Shared-governance Corporation
Finance	
Bank of Canada	Parent Crown Corporation
Canada Deposit Insurance Corporation	Parent Crown Corporation
Canada Development Investment Corporation	Parent Crown Corporation
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation
Canada Pension Plan Investment Board	Parent Crown Corporation
CPP Investment Board Private Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board
CPP Investment Board Real Estate Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board
European Bank for Reconstruction and Development	International Organization
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation
International Bank for Reconstruction and Development	International Organization
International Development Association	International Organization
International Finance Corporation	International Organization
International Monetary Fund	International Organization
Multilateral Investment Guarantee Agency	International Organization
Petro-Canada	Mixed Enterprise

Name of Corporation	Category
Fisheries and Oceans	
Freshwater Fish Marketing Corporation	Parent Crown Corporation
International Fisheries Commissions Pension Society	Shared-governance Corporation
Foreign Affairs	
African Development Bank	International Organization
Asia-Pacific Foundation of Canada	Shared-governance Corporation
Asian Development Bank	International Organization
Caribbean Development Bank	International Organization
Inter-American Development Bank	International Organization
International Boundary Commission	International Organization
International Centre for Human Rights and Democratic Development	Shared-governance Corporation
International Development Research Centre	Parent Crown Corporation
Roosevelt Campobello International Park Commission	Shared-governance Corporation
Health	
Canadian Centre on Substance Abuse	Shared-governance Corporation
Canadian Coordinating Office for Health Technology Assessment	Shared-governance Corporation
Canadian Health Infoway Inc.	Shared-governance Corporation
Canadian Health Services Research Foundation	Shared-governance Corporation
Canadian Institute for Health Information	Shared-governance Corporation
PARTICIPaction	Shared-governance Corporation
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation
Human Resources and Skills Development	
Canada Mortgage and Housing Corporation	Parent Crown Corporation
Human Resources and Skills Development / Finance	
Canada Millennium Scholarship Foundation	Shared-governance Corporation
Indian Affairs and Northern Development	
Northern Native Fishing Corporation	Shared-governance Corporation
Industry	
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation
Business Development Bank of Canada	Parent Crown Corporation
Canada Foundation for Innovation	Shared-governance Corporation
Canadian Tourism Commission	Parent Crown Corporation
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation

Name of Corporation	Category
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation
Enterprise Cape Breton Corporation	Parent Crown Corporation
Genome Canada	Shared-governance Corporation
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation
Jackmen Development Limited	Associate of Enterprise Cape Breton Corporation
Lynnwood Inn Limited	Associate of Enterprise Cape Breton Corporation
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation
Standards Council of Canada	Parent Crown Corporation
Industry (Canada Economic Development)	
Centre d'affaires Info entreprises	Shared-governance Corporation
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation
Corporation Camp Spatial Canada	Shared-governance Corporation
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation
Fonds commun des SADC du Québec	Shared-governance Corporation
Fonds de developpement-emploi Montréal (FDEM)	Shared-governance Corporation
Montréal International	Shared-governance Corporation
Quartier International de Montréal	Shared-governance Corporation
Société de développement à l'exportation de Longueuil	Shared-governance Corporation
Société de développement de l'industrie maricole de la Gaspésie et des Iles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation
Société du Havre de Montréal	Shared-governance Corporation
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise
Industry (Western Economic Diversification)	
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise
Infrastructure and Communities	
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited
Canada Lands Company Limited	Parent Crown Corporation
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited
Queens Quay West Land Corporation	Parent Crown Corporation

Name of Corporation	Category
International Trade	
Canadian Commercial Corporation	Parent Crown Corporation
Exinvest Inc.	Subsidiary of Export Development Corporation
Export Development Canada	Parent Crown Corporation
National Revenue	
2875039 Canada Limited	Subsidiary of Canada Post Corporation
2875047 Canada Limited	Subsidiary of Canada Post Corporation
3906949 Canada Inc.	Subsidiary of Canada Post Corporation
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.
Assured Logistics Inc.	Subsidiary of Progistix-Solutions Inc.
Canada Post Corporation	Parent Crown Corporation
Canada Post International Limited	Subsidiary of Canada Post Corporation
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.
EPO Holding Inc.	Subsidiary of Canada Post Corporation
EPO Inc.	Subsidiary of EPO Holding Inc.
Innovapost Inc.	Subsidiary of Canada Post Corporation
Intelcom Courier Canada Inc.	Subsidiary of 3906949 Canada Inc.
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
Nieuwe Post Nederlandse Antillen N.V.	Subsidiary of Canada Post International Limited
Progistix-Solutions Inc.	Subsidiary of 3906949 Canada Inc.
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.

Name of Corporation	Category
Purolator Holdings Ltd.	Associate of Canada Post Corporation; subsidiary of 2875039 Canada Limited
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.
Purolator Trade Solutions Ltd.	Subsidiary of Purolator Courier Ltd.
RCMH-MRCF Inc.	Subsidiary of Royal Canadian Mint
Royal Canadian Mint	Parent Crown Corporation
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.
TGM Specialty Services Inc.	Affiliate of RCMH-MRCF Inc.
Natural Resources	
2003 World Forestry Congress	Shared-governance Corporation
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited
Atomic Energy of Canada Limited	Parent Crown Corporation
Canada Foundation for Sustainable Development Technology	Shared-governance Corporation
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation
Canada's Climate Change Voluntary Challenge and Registry	Shared-governance Corporation
Canadian Energy Research Institute	Shared-governance Corporation
Cape Breton Development Corporation	Parent Crown Corporation
Forest Engineering Research Institute of Canada	Shared-governance Corporation
Forintek Canada Corporation	Shared-governance Corporation
Lower Churchill Development Corporation Limited	Joint Enterprise
Maritime Forestry Complex Corporation	Shared-governance Corporation
Petroleum Technology Research Centre Inc.	Shared-governance Corporation
Pulp and Paper Research Institute of Canada	Shared-governance Corporation
Tree Canada Foundation	Shared-governance Corporation
Prime Minister	
Nature Trust of British Columbia, The	Shared-governance Corporation
Vanier Institute of the Family, The	Shared-governance Corporation
Public Works and Government Services	
Defence Construction (1951) Limited	Parent Crown Corporation
Milit-Air Inc.	Shared-governance Corporation
Transport	
Aéroport de Montréal	Shared-governance Corporation
Aéroport de Québec Inc.	Shared-governance Corporation
Atlantic Pilotage Authority	Parent Crown Corporation
Belledune Port Authority	Shared-governance Corporation
Blue Water Bridge Authority	Parent Crown Corporation
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation

Name of Corporation	Category
Calgary Airport Authority	Shared-governance Corporation
Canadian Air Transport Security Authority	Parent Crown Corporation
Charlottetown Airport Authority Inc.	Shared-governance Corporation
Edmonton Regional Airports Authority	Shared-governance Corporation
Federal Bridge Corporation Limited, The	Parent Crown Corporation
Fraser River Port Authority	Shared-governance Corporation
Gander International Airport Authority Inc.	Shared-governance Corporation
Great Lakes Pilotage Authority	Parent Crown Corporation
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation
Greater London International Airport Authority	Shared-governance Corporation
Greater Moncton Airport Authority Inc.	Shared-governance Corporation
Greater Toronto Airports Authority	Shared-governance Corporation
Halifax International Airport Authority	Shared-governance Corporation
Halifax Port Authority	Shared-governance Corporation
Hamilton Port Authority	Shared-governance Corporation
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of the Federal Bridge Corporation Limited
Laurentian Pilotage Authority	Parent Crown Corporation
Marine Atlantic Inc.	Parent Crown Corporation
Montreal Port Authority	Shared-governance Corporation
Nanaimo Port Authority	Shared-governance Corporation
NAV CANADA	Shared-governance Corporation
North Fraser Port Authority	Shared-governance Corporation
Oshawa Harbour Commission	Shared-governance Corporation
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation
Pacific Pilotage Authority	Parent Crown Corporation
Port Alberni Port Authority	Shared-governance Corporation
Prince George Airport Authority Inc.	Shared-governance Corporation
Prince Rupert Port Authority	Shared-governance Corporation
Quebec Port Authority	Shared-governance Corporation
Regina Airport Authority	Shared-governance Corporation
Ridley Terminals Inc.	Parent Crown Corporation
Saguenay Port Authority	Shared-governance Corporation
Saint John Airport Inc.	Shared-governance Corporation
Saint John Harbour Bridge Authority	Shared-governance Corporation
Saint John Port Authority	Shared-governance Corporation
Saskatoon Airport Authority	Shared-governance Corporation
Seaway International Bridge Corporation, Ltd., The	Subsidiary of the Federal Bridge Corporation Limited
Sept-Îles Port Authority	Shared-governance Corporation
St. John's International Airport Authority	Shared-governance Corporation
St. John's Port Authority	Shared-governance Corporation
St. Lawrence Seaway Management Corporation	Shared-governance Corporation

Name of Corporation	Category
St. Mary's River Bridge Company	Subsidiary of the Federal Bridge Corporation Limited
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation
Thunder Bay Port Authority	Shared-governance Corporation
Toronto Port Authority	Shared-governance Corporation
Trois-Rivières Port Authority	Shared-governance Corporation
Vancouver International Airport Authority	Shared-governance Corporation
Vancouver Port Authority	Shared-governance Corporation
VIA Rail Canada Inc.	Parent Crown Corporation
Victoria Airport Authority	Shared-governance Corporation
Windsor Port Authority	Shared-governance Corporation
Winnipeg Airports Authority Inc.	Shared-governance Corporation
Treasury Board (President of the)	
Canadian Wheat Board, The	Shared-governance Corporation
PSPIB-LS Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB-LSIF Inc.	Subsidiary of PSPIB Realty International Inc.
PSPIB Realty Canada Inc.	Subsidiary of the Public Sector Investment Board
PSPIB Realty International Inc.	Subsidiary of the Public Sector Investment Board
Public Sector Pension Investment Board	Parent Crown Corporation
Veterans Affairs	
Commonwealth War Graves Commission	International Organization
Last Post Fund	Shared-governance Corporation

Alphabetical List of Crown Corporations and Other Corporate Interests of Canada[1]

Name of Corporation	Category	Ministerial Portfolio
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2003 World Forestry Congress	Shared-governance Corporation	Natural Resources
2005 Regina Canada Summer Games Host Society	Shared-governance Corporation	Canadian Heritage
2007 Whitehorse Canada Winter Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2875039 Canada Limited	Subsidiary of Canada Post Corporation	National Revenue
2875047 Canada Limited	Subsidiary of Canada Post Corporation	National Revenue
3906949 Canada Inc.	Subsidiary of Canada Post Corporation	National Revenue
964102 Ontario Inc.	Subsidiary of Purolator Holdings Ltd.	National Revenue
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
Aéroport de Montréal	Shared-governance Corporation	Transport
Aéroport de Québec Inc.	Shared-governance Corporation	Transport
African Development Bank	International Organization	Foreign Affairs
Agri-adapt Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Agricultural Adaptation Council	Shared-governance Corporation	Agriculture and Agri-Food
Agriculture and Food Council of Alberta	Shared-governance Corporation	Agriculture and Agri-Food
Agri-Futures Nova Scotia	Shared-governance Corporation	Agriculture and Agri-Food
ARTV	Associate of the Canadian Broadcasting Corporation	Canadian Heritage

---

[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category	Ministerial Portfolio
Asia-Pacific Foundation of Canada	Shared-governance Corporation	Foreign Affairs
Asian Development Bank	International Organization	Foreign Affairs
Association for the Export of Canadian Books	Shared-governance Corporation	Canadian Heritage
Assured Logistics Inc.	Subsidiary of Progistix-Solutions Inc.	National Revenue
Atlantic Pilotage Authority	Parent Crown Corporation	Transport
Atomic Energy of Canada Limited	Parent Crown Corporation	Natural Resources
Bank of Canada	Parent Crown Corporation	Finance
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation	Industry
Belledune Port Authority	Shared-governance Corporation	Transport
Blue Water Bridge Authority	Parent Crown Corporation	Transport
British Columbia Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation	Agriculture and Agri-Food
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation	Transport
Business Development Bank of Canada	Parent Crown Corporation	Industry
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Calgary Airport Authority	Shared-governance Corporation	Transport
Calgary Olympic Development Association	Shared-governance Corporation	Canadian Heritage
Canada Commonwealth Legacy Fund	Shared-governance Corporation	Canadian Heritage
Canada Council for the Arts	Parent Crown Corporation	Canadian Heritage
Canada Deposit Insurance Corporation	Parent Crown Corporation	Finance
Canada Development Investment Corporation	Parent Crown Corporation	Finance
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation	Finance
Canada Foundation for Innovation	Shared-governance Corporation	Industry
Canada Foundation for Sustainable Development Technology	Shared-governance Corporation	Natural Resources
Canada Games Council	Shared-governance Corporation	Canadian Heritage
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation	Finance
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited	Infrastructure
Canada Lands Company Limited	Parent Crown Corporation	Infrastructure

Name of Corporation	Category	Ministerial Portfolio
Canada Millennium Scholarship Foundation	Shared-governance Corporation	Human Resources and Skills Development Finance
Canada Mortgage and Housing Corporation	Parent Crown Corporation	Human Resources and Skills Development
Canada Pension Plan Investment Board	Parent Crown Corporation	Finance
Canada Post Corporation	Parent Crown Corporation	National Revenue
Canada Post International Limited	Subsidiary of Canada Post Corporation	National Revenue
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Manitoba Agri-Food Research and Development Initiative	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada's Climate Change Voluntary Challenge and Registry	Shared-governance Corporation	Natural Resources
Canadian Air Transport Security Authority	Parent Crown Corporation	Transport
Canadian Broadcasting Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Centre on Substance Abuse	Shared-governance Corporation	Health
Canadian Commercial Corporation	Parent Crown Corporation	International Trade
Canadian Coordinating Office for Health Technology Assessment	Shared-governance Corporation	Health
Canadian Dairy Commission	Parent Crown Corporation	Agriculture and Agri-Food
Canadian Energy Research Institute	Shared-governance Corporation	Natural Resources
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Foundation for Climate and Atmospheric Sciences	Shared-governance Corporation	Environment
Canadian Health Infoway Inc.	Shared-governance Corporation	Health
Canadian Health Services Research Foundation	Shared-governance Corporation	Health

Name of Corporation	Category	Ministerial Portfolio
Canadian Institute for Health Information	Shared-governance Corporation	Health
Canadian International Grains Institute	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Livestock Records Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Museum of Civilization	Parent Crown Corporation	Canadian Heritage
Canadian Museum of Nature	Parent Crown Corporation	Canadian Heritage
Canadian Race Relations Foundation	Parent Crown Corporation	Canadian Heritage
Canadian Sport Centre – Atlantic	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Calgary	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Greater Victoria	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Manitoba	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Saskatchewan	Shared-governance Corporation	Canadian Heritage
Canadian Sport Centre – Toronto	Shared-governance Corporation	Canadian Heritage
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.	National Revenue
Canadian Television Fund, The	Shared-governance Corporation	Canadian Heritage
Canadian Tourism Commission	Parent Crown Corporation	Industry
Canadian Wheat Board, The	Shared-governance Corporation	Treasury Board (President of the)
Cape Breton Development Corporation	Parent Crown Corporation	Natural Resources
Cape Breton Growth Fund Corporation	Subsidiary of Enterprise Cape Breton Corporation; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.	Industry
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Caribbean Development Bank	International Organization	Foreign Affairs
Centre d'affaires Info entreprises	Shared-governance Corporation	Industry (Canada Economic Development)
Centre de développement du porc du Québec Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Centre d'entrepreneuriat et d'essaimage de l'université du Québec à Chicoutimi (CEE-UQAC)	Shared-governance Corporation	Industry (Canada Economic Development)
Charlottetown Airport Authority Inc.	Shared-governance Corporation	Transport
Coaching Association of Canada	Shared-governance Corporation	Canadian Heritage
Commonwealth War Graves Commission	International Organization	Veterans Affairs

Name of Corporation	Category	Ministerial Portfolio
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation	National Revenue
Corporation Camp Spatial Canada	Shared-governance Corporation	Industry (Canada Economic Development)
Country Canada	Subsidiary of the Canadian Broadcasting Corporation	Canadian Heritage
CPP Investment Board Private Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board	Finance
CPP Investment Board Real Estate Holdings Inc.	Subsidiary of Canada Pension Plan Investment Board	Finance
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Defence Construction (1951) Limited	Parent Crown Corporation	Public Works and Government Services
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.	National Revenue
Edmonton Regional Airports Authority	Shared-governance Corporation	Transport
Enterprise Cape Breton Corporation	Parent Crown Corporation	Industry
EPO Holding Inc.	Subsidiary of Canada Post Corporation	National Revenue
EPO Inc.	Subsidiary of EPO Holding Inc.	National Revenue
European Bank for Reconstruction and Development	International Organization	Finance
Exinvest Inc.	Subsidiary of Export Development Corporation	International Trade
Export Development Canada	Parent Crown Corporation	International Trade
Farm Credit Canada	Parent Crown Corporation	Agriculture and Agri-Food
Federal Bridge Corporation Limited, The	Parent Crown Corporation	Transport
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds commun des SADC du Québec	Shared-governance Corporation	Industry (Canada Economic Development)

Name of Corporation	Category	Ministerial Portfolio
Fonds de développement-emploi Montréal (FDEM)	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds québécois d'adaptation des entreprises agroalimentaires, inc.	Shared-governance Corporation	Agriculture and Agri-Food
Forest Engineering Research Institute of Canada	Shared-governance Corporation	Natural Resources
Forintek Canada Corporation	Shared-governance Corporation	Natural Resources
Fraser River Port Authority	Shared-governance Corporation	Transport
Freshwater Fish Marketing Corporation	Parent Crown Corporation	Fisheries and Oceans
Gander International Airport Authority Inc.	Shared-governance Corporation	Transport
Genome Canada	Shared-governance Corporation	Industry
Great Lakes Pilotage Authority	Parent Crown Corporation	Transport
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation	Transport
Greater London International Airport Authority	Shared-governance Corporation	Transport
Greater Moncton Airport Authority Inc.	Shared-governance Corporation	Transport
Greater Toronto Airports Authority	Shared-governance Corporation	Transport
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Halifax International Airport Authority	Shared-governance Corporation	Transport
Halifax Port Authority	Shared-governance Corporation	Transport
Hamilton 2003 World Road Cycling Championships	Shared-governance Corporation	Canadian Heritage
Hamilton Port Authority	Shared-governance Corporation	Transport
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation	Finance
Innovapost Inc.	Subsidiary of Canada Post Corporation	National Revenue
Intelcom Courier Canada Inc.	Subsidiary of 3906949 Canada Inc.	National Revenue
Inter-American Development Bank	International Organization	Foreign Affairs
International Bank for Reconstruction and Development	International Organization	Finance
International Boundary Commission	International Organization	Foreign Affairs
International Centre for Human Rights and Democratic Development	Shared-governance Corporation	Foreign Affairs
International Development Association	International Organization	Finance
International Development Research Centre	Parent Crown Corporation	Foreign Affairs

Name of Corporation	Category	Ministerial Portfolio
International Finance Corporation	International Organization	Finance
International Fisheries Commissions Pension Society	Shared-governance Corporation	Fisheries and Oceans
International Lake Memphremagog Levels Board	International Organization	Environment
International Lake of the Woods Control Board	International Organization	Environment
International Monetary Fund	International Organization	Finance
International Niagara Committee	International Organization	Environment
International Porcupine Caribou Management Board	International Organization	Environment
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	National Revenue
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	National Revenue
Jackmen Development Limited	Associate of Enterprise Cape Breton Corporation	Industry
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Lake of the Woods Control Board	Shared-governance Corporation	Environment
Last Post Fund	Shared-governance Corporation	Veterans Affairs
Laurentian Pilotage Authority	Parent Crown Corporation	Transport
Look Communications Inc.	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Lower Churchill Development Corporation Limited	Joint Enterprise	Natural Resources
Lynnwood Inn Limited	Associate of Enterprise Cape Breton Corporation	Industry
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation	Agriculture and Agri-Food
Manitoba Rural Adaptation Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
Marine Atlantic Inc.	Parent Crown Corporation	Transport
Maritime Forestry Complex Corporation	Shared-governance Corporation	Natural Resources
Master FM Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Milit-Air Inc.	Shared-governance Corporation	Public Works and Government Services

Name of Corporation	Category	Ministerial Portfolio
Montréal International	Shared-governance Corporation	Industry (Canada Economic Development)
Montreal Port Authority	Shared-governance Corporation	Transport
Multilateral Investment Guarantee Agency	International Organization	Finance
Nanaimo Port Authority	Shared-governance Corporation	Transport
National Arts Centre Corporation	Parent Crown Corporation	Canadian Heritage
National Capital Commission	Parent Crown Corporation	Canadian Heritage
National Gallery of Canada	Parent Crown Corporation	Canadian Heritage
National Museum of Science and Technology	Parent Crown Corporation	Canadian Heritage
National Multi-Sport Centre – Montreal	Shared-governance Corporation	Canadian Heritage
Nature Trust of British Columbia, The	Shared-governance Corporation	Prime Minister
NAV CANADA	Shared-governance Corporation	Transport
New Brunswick Agricultural Council Inc.	Shared-governance Corporation	Agriculture and Agri-Food
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation	Agriculture and Agri-Food
Nieuwe Post Nederlanse Antillen N.V.	Subsidiary of Canada Post International Limited	National Revenue
North American Commission for Environmental Cooperation – Joint Public Advisory Committee	International Organization	Environment
North Fraser Port Authority	Shared-governance Corporation	Transport
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise	Industry (Western Economic Diversification)
Northern Native Fishing Corporation	Shared-governance Corporation	Indian Affairs and Northern Development
Nova Scotia Technology Development 2000	Shared-governance Corporation	Agriculture and Agri-Food
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.	Infrastructure
Oshawa Harbour Commission	Shared-governance Corporation	Transport
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation	Transport
Pacific Pilotage Authority	Parent Crown Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
PacificSport Canadian Sport Centre – Vancouver	Shared-governance Corporation	Canadian Heritage
Parc Downsview Park Inc.	Subsidiary of Canada Lands Company Limited	Infrastructure
PARTICIPaction	Shared-governance Corporation	Health
Petro-Canada	Mixed Enterprise	Finance
Petroleum Technology Research Centre Inc.	Shared-governance Corporation	Natural Resources
Port Alberni Port Authority	Shared-governance Corporation	Transport
POS Pilot Plant Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Prince Edward Island Adapt Council Inc. (PEIAC)	Shared-governance Corporation	Agriculture and Agri-Food
Prince George Airport Authority Inc.	Shared-governance Corporation	Transport
Prince Rupert Port Authority	Shared-governance Corporation	Transport
Progistix-Solutions Inc.	Subsidiary of 3906949 Canada Inc.	National Revenue
PSPIB-LS Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB-LSIF Inc.	Subsidiary of PSPIB Realty International Inc.	Treasury Board (President of the)
PSPIB Realty Canada Inc.	Subsidiary of the Public Sector Investment Board	Treasury Board (President of the)
PSPIB Realty International Inc.	Subsidiary of the Public Sector Investment Board	Treasury Board (President of the)
Public Sector Pension Investment Board	Parent Crown Corporation	Treasury Board (President of the)
Pulp and Paper Research Institute of Canada	Shared-governance Corporation	Natural Resources
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Ltd.	National Revenue
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.	National Revenue
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.	National Revenue
Purolator Holdings Ltd.	Associate of Canada Post Corporation; subsidiary of 2875039 Canada Limited	National Revenue
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.	National Revenue
Purolator Trade Solutions Ltd.	Subsidiary of Purolator Courier Ltd.	National Revenue
Quartier International de Montréal	Shared-governance Corporation	Industry (Canada Economic Development)

Name of Corporation	Category	Ministerial Portfolio
Quebec Port Authority	Shared-governance Corporation	Transport
Queens Quay West Land Corporation	Parent Crown Corporation	Infrastructure
RCMH-MRCF Inc.	Subsidiary of Royal Canadian Mint	National Revenue
Regina Airport Authority	Shared-governance Corporation	Transport
Ridley Terminals Inc.	Parent Crown Corporation	Transport
Roosevelt Campobello International Park Commission	Shared-governance Corporation	Foreign Affairs
Royal Canadian Mint	Parent Crown Corporation	National Revenue
Saguenay Port Authority	Shared-governance Corporation	Transport
Saint John Airport Inc.	Shared-governance Corporation	Transport
Saint John Harbour Bridge Authority	Shared-governance Corporation	Transport
Saint John Port Authority	Shared-governance Corporation	Transport
Saskatchewan Council for Community Development	Shared-governance Corporation	Agriculture and Agri-Food
Saskatoon Airport Authority	Shared-governance Corporation	Transport
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Sept-Îles Port Authority	Shared-governance Corporation	Transport
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation	Industry
Société de développement à l'exportation de Longueuil	Shared-governance Corporation	Industry (Canada Economic Development)
Société de développement de l'industrie maricole de la Gaspésie et des Îles-de-la-Madeleine (SODIM) Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Société du Havre de Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise	Industry (Canada Economic Development)
Sport Dispute Resolution Centre of Canada	Shared-governance Corporation	Canadian Heritage
St. John's International Airport Authority	Shared-governance Corporation	Transport
St. John's Port Authority	Shared-governance Corporation	Transport
St. Lawrence Seaway Management Corporation	Shared-governance Corporation	Transport
St-Mary's River Bridge Company	Subsidiary of the Federal Bridge Corporation Limited	Transport
Standards Council of Canada	Parent Crown Corporation	Industry

Name of Corporation	Category	Ministerial Portfolio
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.	National Revenue
Telefilm Canada	Parent Crown Corporation	Canadian Heritage
Territorial Farmers Association NWT	Shared-governance Corporation	Agriculture and Agri-Food
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation	Health
TGM Specialty Services Inc.	Affiliate of RCMH-MRCF Inc.	National Revenue
The Canadian Documentary Channel	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
The 3rd IAAF World Youth Athletics Championship – Sherbrooke 2003	Shared-governance Corporation	Canadian Heritage
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation	Transport
Thunder Bay Port Authority	Shared-governance Corporation	Transport
Toronto Port Authority	Shared-governance Corporation	Transport
Tree Canada Foundation	Shared-governance Corporation	Natural Resources
Trois-Rivières Port Authority	Shared-governance Corporation	Transport
TV5 Monde	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
TV5 Québec Canada	Shared-governance Corporation	Canadian Heritage
Vancouver International Airport Authority	Shared-governance Corporation	Transport
Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games	Shared-governance Corporation	Canadian Heritage
Vancouver Port Authority	Shared-governance Corporation	Transport
Vanier Institute of the Family, The	Shared-governance Corporation	Prime Minister
VIA Rail Canada Inc.	Parent Crown Corporation	Transport
Victoria Airport Authority	Shared-governance Corporation	Transport
Visnews Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Western Grains Research Foundation	Shared-governance Corporation	Agriculture and Agri-Food
Wildlife Habitat Canada	Shared-governance Corporation	Environment
Windsor Port Authority	Shared-governance Corporation	Transport
Winnipeg Airports Authority Inc.	Shared-governance Corporation	Transport
World Anti-Doping Agency	International Organization	Canadian Heritage
Yukon Agricultural Association	Shared-governance Corporation	Agriculture and Agri-Food

VI. Tabling of Crown Corporations Reports in Parliament

The Importance of Adequate and Timely Information to Parliament

The provision of adequate and timely information to Parliament is a major objective of the control and accountability regime for Crown corporations. A well-functioning accountability framework is based on the premise that Parliament and the government will receive useful information that will allow active judgement of corporate performance.

Corporations report on their performance through the corporate plan summary and the annual report. For each Crown corporation listed in Part I and Part II of Schedule III of the *Financial Administration Act* (FAA), the appropriate minister tables a corporate plan summary, a capital budget summary and an annual report in Parliament. In addition, an operating budget summary is tabled for Crown corporations listed in Part I of Schedule III.

The corporate plan and budget summaries inform Parliament of the strategic priorities and financial position of each Crown corporation. The summaries are based on the approved corporate plan and budgets, and cover the businesses, activities and investments of a corporation and of its wholly owned subsidiaries with respect to its future operations. A corporation's annual report informs Parliament of the corporation's performance relative to the objectives, strategies and activities approved by the government and tabled in the previous corporate plan and budget summaries.

The Deadlines for Tabling in Parliament

The deadlines for tabling, before each House of Parliament, the corporate plan summary, budget summaries and annual report are:

Corporate Plan Summary: 30 sitting days after approval by the Governor in Council of the corporate plan. A summary of an amended corporate plan has the same deadline.

Capital and Operating Budget Summaries: 30 sitting days after Treasury Board approval of the budget. Where the operating and/or capital budgets are incorporated into the corporate plan, the deadlines for the budget summaries are the same as those for the corporate plan summary.

Annual Report: A corporation is to submit, to the appropriate minister, an annual report within three months of its financial year-end. The appropriate minister has 15 sitting days to table the annual report in each House of Parliament. The deadline is calculated from the date on which the appropriate minister acknowledges receipt of the report, when available, or three months following the fiscal year-end of the corporation, whichever is earlier.

These deadlines are based on actual sitting days, not projected sitting days. Since future sitting days cannot be predicted, deadlines falling after July 31, 2004 cannot be calculated.

Documents Tabled in Parliament

As required by subsection 152(1) of the FAA, the following table records the status of Crown corporations' annual reports and summaries of corporate plans and budgets during the period August 1, 2003 to July 31, 2004. The table identifies any document that meets at least one of the two following conditions:

- The document was tabled during the period in review; or
- The document has not been tabled but was due to be tabled before or during the period in review.

Where the deadline falls after July 31, 2004 but the document was tabled during the period in review, the document is considered to have been tabled on time and will not be reported in future years.

Subsection 152(2) of the FAA requires the Auditor General of Canada to include, in her annual report to Parliament, a statement attesting to the accuracy of the information contained in this table. An audit of the information reported in this chapter was performed by the Office of the Auditor General and is included as an appendix of the *2004 Report of the Auditor General of Canada*.

Further Information

Information on annual reports and corporate plan and budget summaries may be obtained by contacting the individual corporations. The Corporate Profile chapter of this report provides contact information on individual Crown corporations.

Tabling of Parent Crown Corporations Reports in Parliament During the Year Ended July 31, 2004

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Atlantic Pilotage Authority					
2003	Annual Report	2004-05-05	2004-05-11	n/a	2004-05-12
2004	Capital Budget Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
2004	Operating Budget Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
2004 to 2008	Corporate Plan Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
Atomic Energy of Canada Limited					
2002-03	Annual Report	2003-10-03	2003-10-06	2003-10-22	2003-10-07
2003-04	Capital Budget Summary	2003-09-22	2003-09-15	2003-10-02	2003-09-17
2003-04	Operating Budget Summary Amendment	2003-09-22	2003-09-15	2003-10-02	2003-09-17
2003-04 to 2007-08	Corporate Plan Summary	2003-09-22	2003-09-15	2003-10-02	2003-09-17
Blue Water Bridge Authority					
2002-03	Annual Report	2004-02-20	2004-02-20	2004-02-24	2004-02-23
2003-04	Capital Budget Summary	2003-10-31	2003-10-29	2004-02-10	2003-11-03
2003-04	Operating Budget Summary	2003-10-31	2003-10-29	2004-02-10	2003-11-03
2003-04 to 2007-08	Corporate Plan Summary	2003-10-31	2003-10-29	2004-02-10	2003-11-03
Business Development Bank of Canada					
2002-03	Annual Report	2003-10-03	2003-08-20	2003-10-22	2003-10-22
Canada Deposit Insurance Corporation					
2002-03	Annual Report	2003-10-03	2003-07-16	2003-10-22	2003-09-16
2004-05	Capital Budget Summary	n/a	2004-05-03	n/a	2004-05-04
2004-05	Operating Budget Summary	n/a	2004-05-03	n/a	2004-05-04
2004-05 to 2008-09	Corporate Plan Summary	n/a	2004-05-03	n/a	2004-05-04

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Development Investment Corporation					
2003	Annual Report	2004-05-05	2004-04-20	n/a	2004-04-21
2004	Capital Budget Summary	2004-03-26	2004-04-20	2004-04-20	2004-04-21
2004 to 2008	Corporate Plan Summary	2004-03-26	2004-04-20	2004-04-20	2004-04-21
Canada Lands Company Limited					
2002-03	Annual Report	2003-10-03	2003-09-15	2003-10-22	2003-09-16
2003-04	Capital Budget Summary	2004-03-26	2004-03-08	2004-04-20	2004-03-09
2003-04	Operating Budget Summary	2004-03-26	2004-03-08	2004-04-20	2004-03-09
2003-04 to 2007-08	Corporate Plan Summary	2004-03-26	2004-03-08	2004-04-20	2004-03-09
Canada Mortgage and Housing Corporation					
2003	Annual Report	2004-05-05	2004-05-05	n/a	2004-05-06
2003	Capital Budget Summary Amendment	2003-10-31	2003-10-31	2004-02-10	2003-11-03
2004	Capital Budget Summary	2004-03-26	2004-03-26	2004-04-20	2004-03-29
2004	Operating Budget Summary	2004-03-26	2004-03-26	2004-04-20	2004-03-29
2004 to 2008	Corporate Plan Summary	2004-03-26	2004-03-26	2004-04-20	2004-03-29
Canada Post Corporation					
2002	Annual Report	2003-05-06	2003-05-02	2003-05-29	no
2003	Annual Report	2004-05-05	2004-04-02	n/a	2004-04-20
2004	Capital Budget Summary	n/a	2004-05-13	n/a	2004-05-13
2004	Operating Budget Summary	n/a	2004-05-13	n/a	2004-05-13
2004 to 2008	Corporate Plan Summary	n/a	2004-05-13	n/a	2004-05-13
Canadian Air Transport Security Authority					
2002-03	Annual Report	2003-10-03	2003-08-20	2003-10-22	2003-09-16
Canadian Commercial Corporation					
2001-02	Annual Report	2002-10-25	2002-08-21	2002-11-05	no
2002-03	Annual Report	2003-10-03	2003-08-20	2003-10-22	2003-09-16

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Dairy Commission					
2002-03	Annual Report	2003-10-31	2003-10-31	2004-02-17	2003-11-03
2003-04	Capital Budget Summary	2003-10-31	2003-10-28	2004-02-02	2003-10-29
2003-04	Operating Budget Summary	2003-10-31	2003-10-28	2004-02-02	2003-10-29
2003-04 to 2007-08	Corporate Plan Summary	2003-10-31	2003-10-28	2004-02-02	2003-10-29
Canadian Museum of Civilization					
2002-03	Annual Report	2003-10-03	2003-08-20	2003-10-22	2003-09-16
2003-04	Capital Budget Summary Amendment	2003-09-26	2004-02-19	2003-10-09	2004-02-20
2004-05	Capital Budget Summary	n/a	2004-05-14	n/a	2004-05-14
2004-05	Operating Budget Summary	n/a	2004-05-14	n/a	2004-05-14
2004-05 to 2008-09	Corporate Plan Summary	n/a	2004-05-14	n/a	2004-05-14
Canadian Museum of Nature					
2002-03	Annual Report	2003-10-03	2003-08-20	2003-10-22	2003-09-16
2003-04	Capital Budget Summary Amendment	2004-02-19	2004-02-19	2004-02-26	2004-02-20
2004-05	Capital Budget Summary	n/a	2004-05-14	n/a	2004-05-14
2004-05	Operating Budget Summary	n/a	2004-05-14	n/a	2004-05-14
2004-05 to 2008-09	Corporate Plan Summary	n/a	2004-05-14	n/a	2004-05-14
Canadian Tourism Commission					
2003	Annual Report	2004-05-05	2004-05-05	n/a	2004-05-06
2004	Capital Budget Summary	2004-03-26	2004-03-26	2004-04-20	2004-03-29
2004	Operating Budget Summary	2004-03-26	2004-03-26	2004-04-20	2004-03-29
2004 to 2008	Corporate Plan Summary	2004-03-26	2004-03-26	2004-04-20	2004-03-29
Cape Breton Development Corporation					
2002-03	Annual Report	2003-10-03	2003-08-20	2003-10-22	2003-09-17
2003-04	Capital Budget Summary	2003-10-06	2003-09-15	2003-10-22	2003-09-17
2003-04	Operating Budget Summary	2003-10-06	2003-09-15	2003-10-22	2003-09-17
2003-04 to 2007-08	Corporate Plan Summary	2003-10-06	2003-09-15	2003-10-22	2003-09-17

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Cape Breton Growth Fund Corporation					
2002-03	Annual Report	2003-10-03	2003-09-24	2003-10-22	2003-09-25
2003-04	Capital Budget Summary	2003-06-03	2003-08-20	2003-09-18	2003-09-16
2003-04	Operating Budget Summary	2003-06-03	2003-08-20	2003-09-18	2003-09-16
2003-04 to 2007-08	Corporate Plan Summary	2003-06-03	2003-08-20	2003-09-18	2003-09-16
Defence Construction (1951) Limited					
2002-03	Annual Report	2003-10-03	2003-08-20	2003-10-22	2003-09-16
Enterprise Cape Breton Corporation					
2002-03	Annual Report	2003-10-03	2003-08-20	2003-10-22	2003-09-16
Export Development Canada					
2003	Annual Report	2004-04-30	2004-04-02	2004-05-11	2004-04-20
2004	Capital Budget Summary	2004-03-26	2004-03-26	2004-04-20	2004-03-29
2004	Operating Budget Summary	2004-03-26	2004-03-26	2004-04-20	2004-03-29
2004 to 2008	Corporate Plan Summary	2004-03-26	2004-03-26	2004-04-20	2004-03-29
Farm Credit Canada					
2004-05	Capital Budget Summary	n/a	2004-04-26	n/a	2004-04-27
2004-05	Operating Budget Summary	n/a	2004-04-26	n/a	2004-04-27
2004-05 to 2008-09	Corporate Plan Summary	n/a	2004-04-26	n/a	2004-04-27
Federal Bridge Corporation Limited, The					
2002-03	Annual Report	2003-10-03	2003-08-20	2003-10-22	2003-09-16
2003-04	Capital Budget Summary	2003-09-22	2003-07-16	2003-10-02	2003-09-16
2003-04	Operating Budget Summary	2003-09-22	2003-07-16	2003-10-02	2003-09-16
2003-04 to 2007-08	Corporate Plan Summary	2003-09-22	2003-07-16	2003-10-02	2003-09-16

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Freshwater Fish Marketing Corporation					
2002-03	Annual Report	2003-10-03	2003-10-01	2003-10-22	2003-10-02
2003-04	Capital Budget Summary	2003-10-31	2004-02-02	2004-02-05	2004-02-03
2003-04	Operating Budget Summary	2003-10-31	2004-02-02	2004-02-05	2004-02-03
2003-04 to 2007-08	Corporate Plan Summary	2003-10-31	2004-02-02	2004-02-05	2004-02-03
Great Lakes Pilotage Authority					
2003	Annual Report	2004-05-05	2004-05-11	n/a	2004-05-12
2004	Capital Budget Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
2004	Operating Budget Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
2004 to 2008	Corporate Plan Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
Laurentian Pilotage Authority					
2003	Annual Report	2004-05-05	2004-05-11	n/a	2004-05-12
2004	Capital Budget Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
2004	Operating Budget Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
2004 to 2008	Corporate Plan Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
Marine Atlantic Inc.					
2003	Annual Report	2004-05-05	2004-05-12	n/a	2004-05-13
National Capital Commission					
2002-03	Annual Report	2003-10-03	2003-10-03	2003-10-22	2003-10-07
National Gallery of Canada					
2002-03	Annual Report	2003-10-03	2003-10-03	2003-10-22	2003-10-07
2004-05	Capital Budget Summary	n/a	2004-05-14	n/a	2004-05-14
2004-05	Operating Budget Summary	n/a	2004-05-14	n/a	2004-05-14
2004-05 to 2008-09	Corporate Plan Summary	n/a	2004-05-14	n/a	2004-05-14

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
National Museum of Science and Technology					
2002-03	Annual Report	2003-10-03	2003-10-03	2003-10-22	2003-10-07
2004-05	Capital Budget Summary	n/a	2004-05-14	n/a	2004-05-14
2004-05	Operating Budget Summary	n/a	2004-05-14	n/a	2004-05-14
2004-05 to 2008-09	Corporate Plan Summary	n/a	2004-05-14	n/a	2004-05-14
Old Port of Montreal Corporation Inc.					
2002-03	Annual Report	2003-10-03	2004-02-20	2003-10-22	2004-02-23
2003-04	Capital Budget Summary	2003-09-29	2003-09-22	2003-10-09	2003-09-24
2003-04	Operating Budget Summary	2003-09-29	2003-09-22	2003-10-09	2003-09-24
2003-04 to 2007-08	Corporate Plan Summary	2003-09-29	2003-09-22	2003-10-09	2003-09-24
Pacific Pilotage Authority					
2003	Annual Report	2004-05-05	2004-05-11	n/a	2004-05-12
2004	Capital Budget Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
2004	Operating Budget Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
2004 to 2008	Corporate Plan Summary	2004-03-26	2004-04-02	2004-04-20	2004-04-20
Queens Quay West Land Corporation					
2002-03	Annual Report	2003-10-03	2003-09-22	2003-10-22	2003-09-23
2002-03	Capital Budget Summary	2003-10-31	2003-10-31	2004-02-05	2003-11-03
2002-03	Operating Budget Summary	2003-10-31	2003-10-31	2004-02-05	2003-11-03
2002-03 to 2006-07	Corporate Plan Summary	2003-10-31	2003-10-31	2004-02-05	2003-11-03
Ridley Terminals Inc.					
2002	Annual Report	2003-05-06	2003-08-20	2003-05-29	2003-09-16
2003	Annual Report	2004-05-05	no	n/a	no
2004	Capital Budget Summary	2004-03-30	2004-04-02	2004-04-22	2004-04-20
2004	Operating Budget Summary	2004-03-30	2004-04-02	2004-04-22	2004-04-20
2004 to 2008	Corporate Plan Summary	2004-03-30	2004-04-02	2004-04-22	2004-04-20

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Royal Canadian Mint					
2003	Annual Report	2004-05-05	2004-04-02	n/a	2004-04-20
2004	Capital Budget Summary	2004-03-26	2004-03-24	2004-04-20	2004-03-25
2004 to 2008	Corporate Plan Summary	2004-03-26	2004-03-24	2004-04-20	2004-03-25
Standards Council of Canada					
2002-03	Annual Report	2003-10-03	2003-11-06	2003-10-22	2003-11-07
VIA Rail Canada Inc.					
2003	Annual Report	2004-05-05	2004-05-14	n/a	2004-05-14
2002	Capital Budget Summary	2002-05-02	2002-05-09	2002-06-06	no
2002	Operating Budget Summary	2002-05-02	2002-05-09	2002-06-06	no
2002 to 2006	Corporate Plan Summary	2002-05-02	2002-05-09	2002-06-06	no
2004	Capital Budget Summary	2004-03-26	no	2004-04-20	no
2004	Operating Budget Summary	2004-03-26	no	2004-04-20	no
2004 to 2008[4]	Corporate Plan Summary	2004-03-26	no	2004-04-20	no

---

1. The Corporate Plan for Old Port of Montreal Corporation Inc. was only approved for the year 2004-05.
2. The Corporate Plan for Queens Quay West Land Corporation was only approved for the years 2002-2003 and 2003-04.
3. The Corporate Plan for Ridley Terminals Inc. was only approved for the year 2004.
4. The Corporate Plan for VIA Rail Canada Inc. was only approved for the year 2004.

VII. Corporate Profiles

Introduction

The corporate profile for each parent Crown corporation describes the corporation's mandate and activities. It begins by identifying the key individuals presently responsible for the corporation, including the appropriate minister, the chairperson of the board of directors, the chief executive officer and the external auditors. Each corporation's mailing address, telephone and facsimile numbers, Web site and e-mail addresses, where available, are also provided.

The profiles identify the legislative authority under which the corporation was incorporated and its scheduling under the *Financial Administration Act*. In addition, information is provided on whether or not the corporation is an agent of Her Majesty. A corporation that has agency status enjoys the immunities, privileges and prerogatives that are enjoyed by the Crown and can bind the Crown by its acts.

Readers wishing to obtain information on how Crown corporations performed during the year under review should refer to the corporation's annual report and summary of the corporate plan[1] approved at the beginning of the year under review and tabled in Parliament pursuant to subsection 125(4) of the *Financial Administration Act*. These reports can be accessed from the individual corporation's Web site or by contacting the corporation directly.

---

[1] Applies only to Crown corporations subject to Part X of the *Financial Administration Act*.

Agriculture and Agri-Food

Canadian Dairy Commission

Appropriate Minister

The Honourable Andrew Mitchell, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson and Chief Executive Officer

John Core

Head Office

Building 55
NCC Driveway
Central Experimental Farm
960 Carling Avenue
Ottawa ON
K1A 0Z2
Telephone: (613) 792-2000
Facsimile: (613) 792-2009
Web site: www.cdc-ccl.gc.ca/

Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *Canadian Dairy Commission Act* (R.S.C. 1985, c. C-15) (S.C. 1994, c. 26 and c. 38) (S.C. 1995, c. 23); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide efficient producers of milk and cream with the opportunity to obtain a fair return for their labour and investment while providing consumers with a continuous and adequate supply of high quality dairy products.

Corporate Profile

The Canadian Dairy Commission (CDC) has the authority to purchase, store, process or sell dairy products within Canada's World Trade Organization commitments; to investigate matters relating to the production, processing or marketing of any dairy product; and to help promote the use of dairy products.

CDC advises the Minister of Agriculture and Agri-Food on matters relating to dairy policy and determines domestic requirements for industrial milk and cream for purposes of establishing Market Sharing Quota. It also establishes the target price for industrial milk, sets support prices for butter and skim milk powder, and offers to purchase products at these prices.

Through its research and advisory functions, as well as its facilitative efforts on behalf of the Canadian Milk Supply Management Committee, CDC helps to build the consensus among industry players and governments that underlies the orderly marketing of dairy products in Canada.

Farm Credit Canada

Appropriate Minister

The Honourable Andrew Mitchell, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson

Rosemary Davis

President and Chief Executive Officer

John J. Ryan

Head Office

1800 Hamilton Street
PO Box 4320
Regina SK
S4P 4L3
Telephone: (306) 780-8100
Facsimile: (306) 780-5875
Web site: www.fcc-fac.ca/

Auditor

Auditor General of Canada

Incorporation and Status

1959 by the *Farm Credit Act;* continued on April 2, 1993, under the *Farm Credit Corporation Act* (S.C. 1993, c. 14); and continued on June 14, 2001, under the *Farm Credit Canada Act* (S.C. 2001, c. 22). Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To enhance rural Canada by providing specialized and personalized business and financial services and products to farming operations, including family farms, and to those businesses in rural Canada, including small and medium-sized businesses, that are related to farming.

Corporate Profile

Farm Credit Canada (FCC) offers flexible solutions to primary producers and agribusinesses. The *Farm Credit Canada Act*, allows FCC to offer financial and business management services that meet and anticipate the emerging needs of the agricultural industry. Through FCC, producers and agribusinesses across rural Canada will have increased access to a broader range of services to help them achieve long-term success.

FCC maintains a corporate office in Regina and serves clients from 100 offices across Canada, primarily based in farming communities.

Canadian Heritage

Canada Council for the Arts

Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister
Responsible for Status of Women

Chairperson

Karen Kain

Director and Chief Executive Officer

John Hobday

Head Office

12th Floor
350 Albert Street
PO Box 1047
Ottawa ON
K1P 5V8
Telephone: 1-800-263-5588 or
(613) 566-4414
Facsimile: (613) 566-4390
Web site: www.canadacouncil.ca

Auditor

Auditor General of Canada

Incorporation and Status

1957 by the *Canada Council Act* (R.S.C. 1995, c. C-2); exempt from Divisions I to IV of Part X of the *Financial Administration Act;* not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To foster and promote the study, enjoyment and production of works in the arts.

Corporate Profile

The Canada Council for the Arts (the Council) provides grants and services to Canadian artists and arts organizations in dance, interdisciplinary work and performance art, media arts, music, theatre, visual arts, and writing and publishing. In addition, the Council administers the Art Bank, endowment funds, the Killam Program of scholarly awards and prizes, the Governor General's Literary Awards and the Governor General's Awards in Visual and Media Arts.

The Council is also responsible for the Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for the Public Lending Right Commission.

Canadian Broadcasting Corporation

Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister Responsible for Status of Women

Chairperson

Carole Taylor

President and Chief Executive Officer

Robert Rabinovitch

Head Office

181 Queen Street
PO Box 3220, Station C
Ottawa ON
K1P 1K9
Telephone: (613) 288-6000
1-800-306-4636
Web site: www.cbc.radio-canada.ca

Auditor

Auditor General of Canada

Incorporation and Status

Established by the 1936 *Canadian Broadcasting Act* and continued by the 1958, 1968 and 1991 Broadcasting Acts (R.S.C. 1991, c. 11); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

As Canada's national public broadcaster, the corporation's mission is to inform, enlighten and entertain; to contribute to the development of a shared national consciousness and identity; to reflect the regional and cultural diversity of Canada; and to contribute to the development of Canadian talent and culture.

Corporate Profile

The Canadian Broadcasting Corporation (CBC) produces, procures and distributes Canadian programming in English, French and eight Aboriginal languages. It also offers a selection of programs from around the world.

As of March 31, 2004, CBC's programs are distributed via satellite in combination with microwave and landline, feeding 107 CBC owned stations, 1,210 CBC rebroadcasters, 20 private affiliated stations and 272 affiliated or community-owned rebroadcasters and stations.

Canadian Museum of Civilization

Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister
Responsible for Status of Women

Chairperson

Claudette Roy

President and Chief Executive Officer

Victor Rabinovitch

Head Office

100 Laurier Street
PO Box 3100, Station B
Hull QC
J8X 4H2
Telephone: (819) 776-7116
Facsimile: (819) 776-7122
Web site: www.civilization.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c.3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase interest in, knowledge of, and appreciation for human cultural achievements and behaviour throughout Canada and internationally. This involves establishing, for research and posterity, a collection of objects of historical or cultural interest with special but not exclusive reference to Canada.

Corporate Profile

The Canadian Museum of Civilization Corporation (CMCC) comprises the Canadian Museum of Civilization (CMC) – Canada's national museum of social and cultural human history – and its affiliate museums: the Canadian War Museum (CWM) – Canada's national museum of military history, and the entirely virtual Museum of New France.

CMCC also houses four major permanent exhibition spaces: the Canada Hall, the First Peoples Hall, the Canadian Children's Museum, and the Canadian Postal Museum as well as an IMAX® theatre and multiple special exhibition areas.

Canadian Museum of Nature

Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister Responsible for Status of Women

Acting Chairperson

Louise Beaudoin Lepage

President and Chief Executive Officer

Joanne DiCosimo

Head Office

Victoria Memorial Museum Building
240 McLeod Street
PO Box 3443, Station D
Ottawa ON
K1P 6P4
Telephone: (613) 566-4700
Facsimile: (613) 364-4020
Web site: www.nature.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it and the understanding it represents.

Corporate Profile

The Canadian Museum of Nature (CMN) acquires and maintains collections of a wide variety of plants, animals and minerals. In addition to conducting research and publishing scientific articles, CMN educates the public through various programs. These educational products include a variety of interactive, travelling and multimedia exhibits, lectures, broadcasts and a Web site.

Canadian Race Relations Foundation

Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister
Responsible for Status of Women

Chairperson/President

Patrick Case

Executive Director

Karen R. Mock

Head Office

Suite 701
4576 Yonge Street
Toronto, ON
M2N 6N4
Telephone: (416) 952-3500
Facsimile: (416) 952-3326
Web site: www.crr.ca

Auditor

Hilborn Ellis Grant LLP

Incorporation and Status

1996 under the *Canadian Race Relations Foundation Act*; exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty; a registered charity for the purposes of the *Income Tax Act*.

Mandate

To facilitate, throughout Canada, the development, sharing and application of knowledge and expertise to contribute to the elimination of racism and all other forms of racial discrimination in Canadian society.

Corporate Profile

The Canadian Race Relations Foundation's (CRRF's) work focuses on raising public awareness of the causes and manifestations of racism in Canada. It is a source of information, providing perspective and research data to contribute to the elimination of racism.

The Foundation focuses on a variety of issues through the contract research program and conferences, forums and workshops placing particular emphasis on eliminating racism in employment and education. Information and resource development include disseminating information through the CRRF's Web site, annotated bibliographies and published materials.

The Foundation was proclaimed by the federal government on October 29, 1996 and, in accordance with the Japanese Canadian Redress Agreement, the government provided the Foundation with a one-time endowment fund of $24 million. CRRF operates on income generated by investing the endowment fund, and donations.

National Arts Centre Corporation

Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister Responsible for Status of Women

Chairperson

David S. R. Leighton

President and Chief Executive Officer

Peter A. Herrndorf

Head Office

53 Elgin Street
PO Box 1534, Station B
Ottawa ON
K1P 5W1
Telephone: (613) 947-7000
Facsimile: (613) 996-9578
Web site: www.nac-cna.ca

Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *National Arts Centre Act* (R.S.C. 1985, c. N-3); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To play a leadership role in fostering artistic excellence in all of the performing arts disciplines.

Corporate Profile

The National Arts Centre Corporation (NAC) was created in 1966 by an Act of Parliament as a national showcase for the performing arts. It co-produces with other organizations throughout the country. It also hosts festivals and, through media and its tours, reaches out to audiences across Canada and around the world.

The NAC is home to the National Arts Centre Orchestra, and fulfills its artistic mandate through the presentation of classical music, dance, English language theatre, French language theatre, variety and community programming.

In addition to ticket sales and donations, the NAC generates half of its total revenue from facilities rentals, catering, and restaurant and parking services. The balance comes from an annual Parliamentary appropriation.

National Capital Commission

Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister Responsible for Status of Women

Chairperson and Chief Executive Officer

Marcel Beaudry

Head Office

40 Elgin Street
Ottawa ON
K1P 1C7
Telephone: (613) 239-5555
Facsimile: (613) 239-5039
Web site: www.canadascapital.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1958 by the *National Capital Act* (R.S.C. 1985, c. N-4; amended in 1988 S.C. 1988, c. 54); Schedule III, Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To prepare plans for and assist in the development, conservation and improvement of the National Capital Region; to organize, sponsor, or promote public activities and events in the National Capital Region to enrich the cultural and social fabric of Canada, the equality of status of the official languages of Canada, and the heritage of the people of Canada.

Corporate Profile

The National Capital Commission (NCC) fosters Canadian pride and contributes to awareness and understanding of, and participation in, Canada's National Capital Region (NCR). The NCC animates and interprets the Capital as a place to experience Canadian heritage, culture and achievements through the presentation of major events including Canada Day and Winterlude, through the Capital Infocentre and other orientation programs to inform visitors about the Capital, and through outreach and marketing activities to increase awareness of the Capital outside the NCR.

The NCC also plans the development and use of federal lands in the NCR. As well, the Corporation manages and protects its own physical assets to optimize their contribution to the NCC's programs and mandate, and looks after other key federal lands and buildings for future generations, including six Official Residences, urban lands, parks, parkways and bridges, Gatineau Park and the Greenbelt.

National Gallery of Canada

Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister Responsible for Status of Women

Chairperson

Donald R. Sobey

Director and Chief Executive Officer

Pierre Théberge

Head Office

380 Sussex Drive
PO Box 427, Station A
Ottawa ON
K1N 9N4
Telephone: (613) 990-1985
Facsimile: (613) 993-4385
Web site: www.national.gallery.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To develop, maintain and make known, throughout Canada and internationally, a collection of historic and contemporary works of art with special, but not exclusive, reference to Canada; and to further the knowledge, understanding and enjoyment of art among Canadians.

Corporate Profile

The National Gallery of Canada carries out its mandate through four broad activity areas: researching, developing and preserving collections that record Canada's visual arts heritage; furthering knowledge, understanding and enjoyment of the visual arts among all Canadians and making the collections better known in Canada and abroad though exhibitions, education and communication; assuring secure and suitable facilities for the collections, visitors and staff; and managing its staff and resources. The Gallery also has an affiliate, the Canadian Museum of Contemporary Photography in Ottawa.

National Museum of Science and Technology

Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister Responsible for Status of Women

Chairperson

Virender K. Handa

Director and Chief Executive Officer

Christopher J. Terry

Head Office

2380 Lancaster Road
PO Box 9724, Station T
Ottawa ON
K1G 5A3
Telephone: (613) 991-3044
Facsimile: (613) 990-3636
Web site: www.technomuses.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects with special, but not exclusive, reference to Canada, and by demonstrating the products and processes of science and technology, as well as their economic, social and cultural relationships with society.

Corporate Profile

The National Museum of Science and Technology (which now uses Canada Science and Technology Museum Corporation as its operating name) is responsible for the development and management of a representative collection of scientific and technological artifacts and materials which focuses on seven major subject areas – aviation, communications, industrial technology, natural resources, renewable resources including agriculture, scientific instrumentation and transportation.

The Corporation manages three museum sites: the Canada Science and Technology Museum, the Canada Agriculture Museum and the Canada Aviation Museum. Each museum sets its own public programming activities and strategies in recognition of the different markets and clientele each serves. The museums operate under a common set of corporate policies. Support services such as human resources, finance and facilities management are provided centrally.

Telefilm Canada

Appropriate Minister

The Honourable Liza Frulla, P.C., M.P.
Minister of Canadian Heritage and Minister Responsible for Status of Women

Chairperson

Charles Bélanger

Acting Executive Director

Carolle Brabant

Head Office

Suite 700
360 Saint-Jacques Street
Montreal QC
H2Y 4A9
Telephone: (514) 283-6363
Facsimile: (514) 283-8212
Web site: www.telefilm.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canadian Film Development Corporation Act* (R.S.C. 1985, c. C-16); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster and promote an independent film and television production industry in Canada.

Corporate Profile

Telefilm Canada is dedicated primarily to the development and promotion of the Canadian film, television, new media and music industries.

The Corporation provides financial assistance and strategic leverage to the industry in producing high-quality works - e.g. feature films, drama series, documentaries, children's shows, variety/performing arts programs, and new media products - that reflect Canadian society, including its linguistic duality and cultural diversity.

Telefilm Canada maintains four offices in Canada (in Montréal, Toronto, Vancouver and Halifax), along with a European office, located in Paris.

Finance

Bank of Canada

Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.
Minister of Finance

Governor

David A. Dodge

Head Office

234 Wellington Street
Ottawa ON
K1A 0G9
Telephone: 1-800-303-1282
Facsimile: (613) 782-7713
Web site: www.bank-banque-canada.ca/

Auditors

Raymond Chabot Grant Thornton
Deloitte & Touche LLP

Incorporation and Status

1934 by the *Bank of Canada Act* (R.S.C. 1985, c. B-2); acts as the fiscal agent of the Government of Canada; exempt from Divisions I to IV of Part X of the *Financial Administration Act*.

Mandate

To formulate and implement monetary policy in Canada; and to act as the government's fiscal agent. The Bank has the sole right to issue paper currency for circulation in Canada.

Corporate Profile

The Bank of Canada's responsibilities focus on the goals of low and stable inflation, a safe and secure currency, financial stability, and the efficient management of government funds and public debt. These responsibilities are carried out as part of the following primary functions:

- **Monetary policy:** The goal of monetary policy is to contribute to solid economic performance and rising living standards for Canadians by keeping inflation low, stable and predictable.
- **Currency:** The Bank issues bank notes in Canada. This involves note design as well as distribution of bank notes, and their eventual replacement.
- **Central banking services:** The Bank promotes financial system stability and provides efficient funds-management services to the federal government.
- **Retail debt services:** The Bank is responsible for ensuring that all holders of Canada Savings Bonds and Canada Premium Bonds have their information registered and their accounts serviced through efficient operations and systems support.

Canada Deposit Insurance Corporation

Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.
Minister of Finance

Chairperson

Ronald N. Robertson

President and Chief Executive Officer

Jean Pierre Sabourin

Head Office

17th Floor
50 O'Connor Street
PO Box 2340, Station D
Ottawa ON
K1P 5W5
Telephone: (613) 996-2081
Facsimile: (613) 996-6095
Web site: www.cdic.ca

Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canada Deposit Insurance Corporation Act* (R.S.C. 1985, c. C-3; R.S.C. 1985, c. 18 (2nd Supp.); S.C. 1992, c. 26); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide insurance for eligible deposits with member institutions; to promote standards of sound business and financial practices for member institutions, and to promote and otherwise contribute to the stability of the Canadian financial system; and to pursue the foregoing for the benefit of depositors and in such a manner as will minimize CDIC's exposure to loss.

Corporate Profile

In providing deposit insurance, the Canada Deposit Insurance Corporation (CDIC) undertakes a wide range of initiatives to increase understanding of deposit insurance, to assess and monitor the risks of insuring deposits in collaboration with regulators, to manage relationships with federal and provincial governments, member institutions and their associations, and other interested parties, to keep abreast of economic and policy issues, and to minimize the cost of deposit insurance. The primary functions of CDIC involve insurance and risk management, claims and recoveries, and depositor communications and awareness.

At March 31, 2004, CDIC had 86 member institutions, 2 less than the previous year.

Canada Development Investment Corporation

Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.
Minister of Finance

Chairperson

Donald McQ. Shaver

Head Office

L'Esplanade Laurier
PO Box 71058
Ottawa ON
K2P 2L9
Telephone: (613) 943-9391
Facsimile: (613) 943-9390

Auditors

Auditor General of Canada
KPMG LLP

Incorporation and Status

1982 under the *Canada Business Corporations Act*. Articles of incorporation, May 26, 1982; Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To manage Crown corporations and investments assigned to it, and to privatize its holdings when appropriate. In January 1995, the government completed an assessment of the Corporation's future role. As a result, the Corporation's current mandate is to wind down its operations by divesting its remaining assets in an orderly fashion and reducing its operating costs to a minimum as soon as possible.

Corporate Profile

The Canada Development Investment Corporation (CDIC) manages two wholly owned subsidiaries: Canada Eldor Inc. and Canada Hibernia Holding Corporation. The latter manages the federal government's 8.5-per-cent interest in the Hibernia Oil and Gas Offshore Development Project.

CDIC also administers outstanding issues pursuant to prior divestitures, including the sale of the operating assets of Canada Eldor Inc. (CEI) to Cameco Corporation (Cameco). These issues, include certain waste contingencies and outstanding litigation.

Canada Pension Plan Investment Board

Appropriate Minister

The Honourable Ralph E. Goodale, P.C., M.P.
Minister of Finance

Chairperson

Gail Cook-Bennett

President and Chief Executive Officer

John A. MacNaughton

Head Office

Suite 2700
One Queen Street East
Toronto ON
M5C 2W5
Telephone: (416) 868-4075
Facsimile: (416) 868-4083
Web site: www.cpib.ca

Auditor

Deloitte & Touche LLP

Incorporation and Status

1998 by the *Canada Pension Plan Investment Board Act* (S.C. 1997, c. 40); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage prudently and professionally in the best interests of contributors and beneficiaries, with a view to achieving a maximum rate of return without undue risk of loss, funds transferred to the CPP Investment Board from the Canada Pension Plan account.

Corporate Profile

The role of the Canada Pension Plan Investment Board (CPP Investment Board) is to increase the long-term value of the Canada Pension Plan (CPP) assets by prudently investing in capital markets funds not required to pay current pensions.

Fisheries and Oceans

Freshwater Fish Marketing Corporation

Appropriate Minister

The Honourable Geoff Regan, P.C., M.P.
Minister of Fisheries and Oceans

Chairperson

Jim Bear

President and Chief Executive Officer

Robert F. Hand

Head Office

1199 Plessis Road
Winnipeg MB
R2C 3L4
Telephone: (204) 983-6600
Facsimile: (204) 983-6497

Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Freshwater Fish Marketing Act* (R.S.C. 1985, c. F-13); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To market fish in an orderly manner, to maximize returns to fish producers and to promote international markets and increase trade in fish.

Established with the participation of each of the provinces and the territory in which it operates for the purpose of marketing and trading in and outside of Canada in fish, fish products and fish by-products produced within its mandated region. The participation of the provinces of Manitoba, Saskatchewan, Alberta and Ontario, and the Northwest Territories was established by agreement with the Government of Canada.

Corporate Profile

The Freshwater Fish Marketing Corporation operates on a self-sustaining basis with no appropriations from Parliament. In practice, the Corporation operates much like a producers' co-operative, with the beneficiaries being the commercial fish producers in Manitoba, Saskatchewan, Alberta, the Northwest Territories and Northwestern Ontario. The Corporation has the exclusive right to trade and market the products of the commercial fishery on an interprovincial and export basis. Its primary goal is to achieve the greatest economic returns possible for the commercial fish producers it serves, by providing a range of products and services to its customers.

Foreign Affairs

International Development Research Centre

Appropriate Minister

The Honourable Pierre S. Pettigrew, P.C., M.P.
Minister of Foreign Affairs

Chairperson

Gordon S. Smith

President and Chief Executive Officer

Maureen O'Neil

Head Office

250 Albert Street
PO Box 8500
Ottawa ON
K1G 3H9
Telephone: (613) 236-6163
Facsimile: (613) 238-7230
Web site: www.idrc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *International Development Research Centre Act*, (R.S.C. 1985, c. I-19); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To initiate, encourage, support and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical and other knowledge for the economic and social advancement of those regions.

Corporate Profile

The International Development Research Centre (IDRC) is one of the world's leading institutions in the generation and application of new knowledge to meet the challenges facing developing countries. IDRC funds applied research by researchers from developing countries on the problems they identify as crucial to their communities. It also provides technical support to those researchers. IDRC builds local capacity in developing countries to undertake research and create innovations. IDRC also fosters alliances and knowledge sharing between scientific, academic and development communities in Canada and developing countries.

IDRC's core mission supports Canada's foreign policy and innovation policy goals, including the long-term commitment of devoting no less than 5% of Canada's research and development investment to a knowledge-based approach to development assistance.

Human Resources and Skills Development

Canada Mortgage and Housing Corporation

Appropriate Minister
The Honourable Joseph F. Fontana, P.C., M.P.
Minister of Labour and Housing

Acting Chairperson
Dino Chiesa

President and Chief Executive Officer
Karen Kinsley

Head Office
700 Montreal Road
Ottawa ON
K1A 0P7
Telephone: (613) 748-2000
Facsimile: (613) 748-2067
Web site: www.cmhc-schl.gc.ca

Auditors
Auditor General of Canada
Raymond Chabot Grant Thornton
General Partnership

Incorporation and Status
1946 by the *Central Mortgage and Housing Corporation Act*; amended March 16, 1979, to *Canada Mortgage and Housing Corporation Act* (R.S.C. 1985, c. C-7); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty except when s.14 of its Act applies.

Mandate
To promote the construction, repair and modernization of housing, the improvement of housing and living conditions, housing affordability and choice, the availability of low-cost financing for housing and the national well-being of the housing sector.

Corporate Profile

As Canada's national housing agency, the Canada Mortgage and Housing Corporation's (CMHC's) mission is to promote housing quality, affordability and choice for Canadians. CMHC delivers its products and services to Canadians and supports federal policy objectives through four business pillars: Insurance and Securitization, Assisted Housing, Research and Information Transfer, and CMHC International.

The Corporation: ensures the availability, accessibility and choice of housing funding to Canadians; improves housing and supports the housing market; participates in assisted housing initiatives; and supports and promotes the export of Canadian housing products and expertise by providing practical information and advice to the housing industry.

Industry

Business Development Bank of Canada

Appropriate Minister

The Honourable David Emerson, P.C., M.P.
Minister of Industry

Chairperson

Cedric E. Ritchie

Acting President and Chief Executive Officer

André Bourdeau

Head Office

BDC Building
Suite 400
5 Place Ville-Marie
Montreal QC
H3B 5E7
Telephone: (514) 283-5904
Facsimile: (514) 283-7838
Web site: www.bdc.ca

Auditors

Auditor General of Canada
KPMG LLP

Incorporation and Status

1974 by the *Federal Business Development Bank Act* (R.S.C. 1985, c. F-6) and continued by the *Business Development Bank of Canada Act* (S.C. 1995, c. 28); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist in the development of business enterprises in Canada, especially small and medium-sized, by providing a wide range of financial and business management consulting products and services.

Corporate Profile

The Business Development Bank of Canada (BDC)'s mission is to help create and develop Canadian small and medium-sized businesses (SMEs) through timely and relevant financial and consulting services. BDC provides complementary financial services and is a pan-Canadian source of equity financing.

BDC aims to make a unique and significant contribution to the success of dynamic and innovative entrepreneurship for the benefit of all Canadians. In carrying out its mandate, the Bank gives special consideration to supporting the innovative capacity of SMEs through its array of financial and consulting solutions.

Canadian Tourism Commission

Appropriate Minister

The Honourable David Emerson, P.C., M.P.
Minister of Industry

Chairperson

The Honourable Charles Lapointe, P.C.,

Interim President and Chief Executive Officer

Doug Fyfe

Head Office

Suite 600
55 Metcalfe Street
Ottawa ON
K1P 6L5
Telephone: (613) 946-1000
Facsimile: (613) 941-0523
Web site: www.travelcanada.ca

Auditor

Auditor General of Canada

Incorporation and Status

2001 by the *Canadian Tourism Commission Act* (S.C. 2000, c. C-5); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To sustain a vibrant and profitable tourism industry in Canada, market Canada as a desirable tourist destination, support a co-operative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and provide information about Canadian tourism to the private sector and to the federal, provincial and territorial governments.

Corporate Profile

The Canadian Tourism Commission's (CTC) activities include marketing Canada within Canada and internationally as a world class, all-season tourism destination, and providing Canada's tourism industry with the tools and strategic information it needs to succeed. In pursuit of its objectives, and working with its public- and private-sector partners, the CTC undertakes:

- Joint advertising and promotional activities in markets across Canada, United States, Asia-Pacific, and Europe/Latin America;
- Macroeconomic, market and industry research;
- Industry relations and Product Innovation and Enhancement activities;
- Production of TOURISM Daily; TOURISM online, sent out monthly; and TOURISM, Canada's tourism business magazine, published every two months.

Cape Breton Growth Fund Corporation

Appropriate Minister

The Honourable Joseph McGuire, P.C., M.P.
Minister of the Atlantic Canada Opportunities Agency

Chairperson and Chief Executive Officer

Rick Beaton

Head Office

15 Dorchester Street
PO Box 1264
Sydney, NS
B1P 6J9
Telephone: (902) 564-7330
Facsimile: (902) 564-7339
Web site: www.cbgf.ca

Auditor

Auditor General of Canada

Incorporation and Status

August 25, 2000, pursuant to the *Canada Business Corporations Act*, as a wholly owned subsidiary of the Enterprise Cape Breton Corporation and directed to report as if it were a parent Crown corporation (P.C. 2000-1341); an agent of Her Majesty.

Mandate

To promote and assist, either alone or in conjunction with any person or the governments of Canada or of Nova Scotia or any agency of either of those governments, the financing and development of industry on Cape Breton Island to provide employment outside the coal producing industry and to broaden the base of the economy of Cape Breton Island.

Corporate Profile

The Cape Breton Growth Fund Corporation (CBGF) was incorporated on August 25, 2000 as a wholly owned subsidiary of the Enterprise Cape Breton Corporation (ECBC), a federal Crown corporation with a mandate for economic development on Cape Breton Island and in the Mulgrave area. As such, the CBGF is vested with the same broad economic mandate and flexible powers as ECBC. Although established as a wholly owned subsidiary, CBGF has been deemed to be a parent Crown corporation for the purposes of Part X of the *Financial Administration Act* and therefore has its own board of directors and is required to report separately to Parliament through its own corporate plan summary and annual report.

The Governor in council has directed that after the Corporation's funding is fully committed, the remaining assets and liabilities are to be transferred to Enterprise Cape Breton Corporation and the Corporation is to be dissolved.

Enterprise Cape Breton Corporation

Appropriate Minister

The Honourable David Emerson, P.C., M.P.
Minister of Industry

President and Chief Executive Officer

Monique Collette

Head Office

Commerce Tower
3rd Floor
15 Dorchester Street
PO Box 1750
Sydney NS
B1P 6T7
Telephone: (902) 564-3600
Facsimile: (902) 564-3825
Web site: www.ecbc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1988 by the *Enterprise Cape Breton Corporation Act* (Part II of the *Government Organization Act, Atlantic Canada, 1987* [S.C. 1988, c. 50]); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist the financing and development of industry on Cape Breton Island and a portion of mainland Nova Scotia in and around the Town of Mulgrave; to provide employment outside the coal-producing sector; and to broaden the base of the local economy.

Corporate Profile

The Enterprise Cape Breton Corporation (ECBC) takes a lead role in creating a business environment that fosters sustainable job creation and economic growth on Cape Breton Island and the Mulgrave area of Nova Scotia. It promotes these objectives in cooperation with the private and public sectors.

Part of ECBC's role in the economic development of Cape Breton Island is the delivery of the Atlantic Canada Opportunities Agency (ACOA) programs. A portion of ECBC staff and time is dedicated to the delivery of these programs. ECBC strives to ensure that its development activities do not duplicate the programs of ACOA or other government departments.

ECBC has received additional allocations due to the closure of the Cape Breton Development Corporation (Devco), the federal Crown corporation responsible for coal mining on Cape Breton Island. ECBC has received an additional $10 million to be used for community economic development in those communities most affected by the closure.

Standards Council of Canada

Appropriate Minister

The Honourable David Emerson, P.C., M.P.
Minister of Industry

Chairperson

Hugh A. Krentz

Executive Director

Peter D. Clark

Head Office

Suite 200
270 Albert Street
Ottawa ON
K1P 6N7
Telephone: (613) 238-3222
Facsimile: (613) 569-7808
Web site: www.scc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *Standards Council of Canada Act* (R.S.C. 1996, c. 24); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To oversee Canada's National Standards System by promoting efficient and effective voluntary standardization in Canada where standardization is not expressly provided for by law. These activities are aimed at advancing the national economy, supporting sustainable development, and benefiting the health, safety and welfare of workers and the public. These functions are also intended to assist and protect consumers, facilitate domestic and international trade, and further international cooperation in relation to standardization.

Corporate Profile

The Standards Council of Canada's (SCC's) work falls into three principal areas: accreditation of Canadian standards development organizations and conformity assessment organizations in Canada and other countries as designated in the *Standards Council of Canada Act*; representation of Canadian interests in international and regional standardization and trade forums; and dissemination of all types of standardization information.

SCC also serves as Canada's World Trade Organization/North American Free Trade Agreement (WTO/NAFTA) Enquiry Point.

Infrastructure and Communities

Canada Lands Company Limited

Appropriate Minister

The Honourable John F. Godfrey, P.C., M.P.
Minister of State (Infrastructure and Communities)

Chairperson

Marc Rochon

President and Chief Executive Officer

Vacant

Head Office

Suite 1500
200 King Street West
Toronto ON
M5H 3T4
Telephone: (416) 952-6100
Facsimile: (416) 952-6200
Web site: www.clc.ca

Auditor

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1956 by letters patent; reorganized under the *Canada Business Corporations Act*, September 19, 1977; Certificate of Continuance under the *Canada Business Corporations Act*, July 7, 1981; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To create value, through its active subsidiary, from strategic properties no longer required for program purposes by the Government of Canada.

Corporate Profile

Canada Lands Company Limited (Canada Lands) is the parent company of three wholly owned subsidiaries: Canada Lands Company CLC Limited, which handles the real estate operations; Parc Downsview Park Inc., which reports as a parent Crown corporation and is responsible for the development and management of an urban recreational greenspace on the former CFB Toronto lands; and the Old Port of Montreal Corporation Inc., which reports as a parent Crown corporation and is responsible for redeveloping the Old Port of Montreal.

The property holdings of the Corporation fall into three categories, namely, rental properties, properties under development and land held for development or sale. Its principal managed property is Canada's National Tower ("CN Tower") in Toronto.

Old Port of Montreal Corporation Inc.

Appropriate Minister

The Honourable John F. Godfrey, P.C., M.P.
Minister of State (Infrastructure and Communities)

Chairperson

Bernard Lamarre

President and Chief Executive Officer

M^{me} Claude Benoit

Head Office

333, rue de la Commune Ouest
Montreal QC
H2Y 2E2
Telephone: (514) 283-5256
Facsimile: (514) 283-8423
Web site: www.oldportofmontreal.com

Auditor

Auditor General of Canada

Incorporation and Status

1981 under the *Canada Business Corporations Act*; a wholly owned subsidiary of the Canada Lands Company Limited; directed by Order in Council (P.C. 1987-86) to report as if it were a parent Crown corporation; an agent of Her Majesty.

Mandate

To develop and promote the Old Port of Montreal site; and to manage and maintain the Crown property in that location intended for recreational, tourist and cultural activities for the general public.

Corporate Profile

The Old Port of Montreal Corporation Inc. manages and develops a riverside urban park for recreation, tourism and cultural activities. The 54-hectare Old Port site has seen significant developments, mainly over the past ten years, and it can now accommodate over seven million visitors a year.

Besides the spaces for recreation and games, the Corporation provides parking services, a port of call for pleasure boats, and a heritage interpretation trail promoting various products. Also, each year it presents a program of over 300 events.

The Corporation also manages the Montreal Science Centre, with three interactive exhibition halls, the IMAX® theatre and the IMMERSION movie game, along with cultural and educational action programs.

Parc Downsview Park Inc.

Appropriate Minister

The Honourable John F. Godfrey, P.C., M.P.
Minister of State (Infrastructure and Communities)

Chairperson

David V. J. Bell

President and Chief Executive Officer

Vacant

Head Office

35 Carl Hall Road
Toronto, ON M3K 2B6
Telephone: (416) 952-2222
Facsimile: (416) 952-2225
Web site: www.pdp.ca

Auditor

Auditor General of Canada

Incorporation and Status

July 17, 1998, pursuant to the *Canada Business Corporations Act* as a wholly-owned subsidiary of Canada Lands Company Limited and directed to report as if it were a parent Crown corporation (P.C. 2003-1304); an agent crown corporation.

Mandate

To develop and manage Downsview Park on most of the former Canadian Forces Base Toronto lands as a unique urban recreational green space, to be held in perpetuity and in trust for the enjoyment of future generations.

Corporate Profile

Parc Downsview Park was incorporated (as CLC Downsview Inc.) on July 17, 1998, under the *Canada Business Corporations Act* as a wholly-owned subsidiary of Canada Lands Company Limited. Amendments filed January 12, 1999 and February 2, 1999; March 23, 2000, changed the registered name of the Corporation from CLC Downsview Inc. to Parc Downsview Park Inc. Although established as a wholly owned subsidiary, PDP has been deemed to be a parent Crown corporation for the purposes of Part X of the *Financial Administration Act* (FAA) and therefore is required to report separately to Parliament through its own corporate plan summary and annual report.

The Corporation is to be entirely self-financing, with its principal source of revenues derived from the sale or lease of land and facilities, as well as from donations through a Foundation.

Queens Quay West Land Corporation

Appropriate Minister

The Honourable John F. Godfrey, P.C., M.P.
Minister of State (Infrastructure and Communities)

Chairperson

Vacant

Head Office

Suite 1500
200 King Street West
Toronto ON
M5H 3T4
Telephone: (416) 952-6100
Facsimile: (416) 952-6200

Auditor

Auditor General of Canada

Incorporation and Status

1936 as Terminal Warehouses Ltd. under the *Ontario Companies Act*; July 14, 1978 as Harbourfront Corporation under the *Business Corporations Act of Ontario*; continued under the *Canada Business Corporations Act*, December 21, 1984; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To provide solutions to all outstanding business issues, which would allow QQWLC to dispose of its real estate assets and to be dissolved.

Corporate Profile

Queens Quay West Land Corporation manages the remaining federal properties at the Harbourfront site in Toronto under an agreement with the federal government. Most of the original 100-acre site has been conveyed to the City of Toronto.

In August 1996, the management of the Corporation was transferred from the Canada Development Investment Corporation to Canada Lands Company CLC Limited, which provides staff, facilities and corporate administration. In addition, as the need arises, it continues to retain consultants and advisors to assist with the implementation of its mandate.

International Trade

Canadian Commercial Corporation

Appropriate Minister

The Honourable James S. Peterson, P.C., M.P.
Minister for International Trade

Chairperson

Alan R. Curleigh

Acting President and Chief Executive Officer

Hugh O'Donnell

Head Office

Clarica Centre
Suite 1100
50 O'Connor Street
Ottawa ON
K1A 0S6
Telephone: (613) 996-0034
Facsimile: (613) 992-2121
Web site: www.ccc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1946 by the *Canadian Commercial Corporation Act* (R.S.C. 1985, c. C-14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To assist in the development of trade between Canada and other nations.

Corporate Profile

As Canada's export contracting agency, the Canadian Commercial Corporation (CCC) brings international buyers and Canadian exporters together through contracts built on the best possible terms and conditions. CCC is a member of Team Canada Inc.

As the export contracting arm of the federal government, CCC:

- Provides privileged access for Canadian exports to the U.S. Department of Defense and National Aeronautics and Space Administration markets through formal agreements signed by the Government of Canada;
- Negotiates commercial sales on behalf of Canadian exporters by acting as Prime Contractor, thus providing a platform for government to government transactions;
- Facilitates access to commercial sources of export pre-shipment financing; and Offers assistance and expertise in bid or proposal preparation, export contract negotiations and contract management.

Export Development Canada

Appropriate Minister

The Honourable James S. Peterson, P.C., M.P.
Minister for International Trade

Chairperson

Paul Gobeil

Acting President and Chief Executive Officer

Gilles Ross

Head Office

151 O'Connor Street
PO Box 655
Ottawa ON
K1A 1K3
Telephone: (613) 598-2500
Facsimile: (613) 237-2690
Web site: www.edc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Export Development Act* (R.S.C. 1985, c. E-20); (S.C. 1993, c. 26, in force June 10, 1993); (S.C. 2001, c. 33, in force December 21, 2001); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To support and develop Canada's export trade and Canadian capacity to engage in that trade and respond to international business opportunities.

Corporate Profile

Export Development Canada's (EDC) mandate is to support and develop Canada's export trade and Canadian capacity to engage in that trade and respond to international business opportunities. In order to fulfil its mandate, EDC has a wide range of trade finance and risk management services that are available to Canadian companies. These services fall into five general categories: accounts receivable insurance; financing services; bonding services; political risk insurance; and equity.

EDC also shares its risk management knowledge via several services including on-line economic summaries, country market analyses and Let's Talk Workshops. These services ensure that Canadian exporters and investors have information on world conditions which may affect their business.

Through its sector- and product-based business teams and specialized customer support groups, EDC provides a full range of trade finance services to assist Canadian exporters and investors.

Natural Resources

Atomic Energy of Canada Limited

Appropriate Minister

The Honourable R. John Efford, P.C., M.P.
Minister of Natural Resources

Chairperson

J. Raymond Frenette

President and Chief Executive Officer

Robert G. Van Adel

Head Office

2251 Speakman Drive
Mississauga ON
L5K 1B2
Telephone: (905) 823-9040
Facsimile: (905) 823-6120
Web site: www.aecl.ca

Auditors

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1952 under Part I of the *Canada Corporations Act*; continued July 8, 1977, under a certificate, amended July 5, 1982, under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

Sustain and enhance nuclear technology to safely and securely support Canada's nuclear energy supply; manage nuclear wastes and legacy liabilities; and maximize return on investment in nuclear technology by supplying innovative products and services.

Corporate Profile

AECL is an integrated nuclear technology company providing services to nuclear utilities worldwide. AECL's commercial operations include reactor development, design, engineering, special equipment, manufacturing, project management and construction of CANada Deuterium Uranium (CANDU®) power plants, and provision of reactor services and technical support to operating CANDU reactors. AECL also operates nuclear laboratories and performs research, produces isotopes used in nuclear medicine and other applications, stores and manages nuclear wastes and decommissions nuclear facilities.

Cape Breton Development Corporation

Appropriate Minister

The Honourable R. John Efford, P.C., M.P.
Minister of Natural Resources

Chairperson

Gordon M. MacInnis

President and Chief Executive Officer

Merrill D. Buchanan

Head Office

2920 Hinchey Avenue
New Waterford NS
B1H 2M4
Telephone: (902) 842-2600
Facsimile: (902) 842-2589

Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Cape Breton Development Corporation Act*, (R.S.C. 1985, c. C-25); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To administer and fund the closure of the mining operations and related workforce reduction programs.

Corporate Profile

The Cape Breton Development Corporation (Devco) was formed by an Act of Parliament in 1967 and is wholly owned by the Government of Canada. The Corporation, which is located on Cape Breton Island, Nova Scotia, closed its last remaining coal mine in the fall of 2001. Also, at that time, a sale of surface assets including the pier, railway and other associated assets was concluded. The residual activities of the Corporation involve addressing significant obligations for benefits to former employees and for environmental remediation as well as the disposal of remaining assets.

National Revenue

Canada Post Corporation

Appropriate Minister

The Honourable John McCallum, P.C., M.P.
Minister of National Revenue/Minister
responsible for Canada Post Corporation

Chairperson

Gordon Feeney

Acting President and Chief Executive Officer

Anne Joynt

Head Office

Canada Post Place
2701 Riverside Drive
Ottawa ON
K1A 0B1
Telephone: (613) 734-8440
Facsimile: (613) 734-6022
E-mail: service@canadapost.ca
Web site: www.canadapost.ca

Auditor

Deloitte & Touche LLP

Incorporation and Status

1981 by the *Canada Post Corporation Act* (R.S.C. 1985, c. C-10); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To operate Canada's postal service on a self-sustaining basis with a standard of service that meets the needs of Canadians.

Corporate Profile

The Canada Post Corporation's vision is to be a world leader in providing innovative physical and electronic delivery solutions, creating value for customers, employees and all Canadians. The Corporation is entrusted with approximately 10.5 billion messages and parcels annually. These items are processed through 26 major plants and many other facilities for delivery to 14 million addresses in Canada. In so doing, it serves approximately 32 million Canadians and over one million businesses and public institutions. There are over 23,500 retail points of purchase where customers can access postal services.

Royal Canadian Mint

Appropriate Minister

The Honourable John McCallum, P.C., M.P.
Minister of National Revenue

Chairperson

Emmanuel Triassi

President/CEO and Master of the Mint

The Honourable David Dingwall, P.C.

Head Office

320 Sussex Drive
Ottawa ON
K1A 0G8
Telephone: (613) 993-3500
Facsimile: (613) 952-8342
Web site: www.mint.ca

Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Royal Canadian Mint Act* (R.S.C. 1985, c. R-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To mint coins in anticipation of profit and to carry out other related activities.

Corporate Profile

The Royal Canadian Mint (the Mint) is responsible for minting the nation's circulation coins. Founded in 1908 as a branch of the Mint of the United Kingdom, its operations were devolved to the Crown in right of Canada in 1931. Initially a departmental agency of the government, the Mint was incorporated by legislation in 1969. In 1987, a share-capital structure was created for the Mint, and shares were issued to Canada. In 1999, the legislation was further amended to give the Mint the rights, powers and privileges and the capacity of a natural person.

As a fully commercial Crown corporation, the Mint generates commercial revenue by offering a wide range of specialized coin products and related services, both nationally and internationally.

The Mint owns two facilities – one in Ottawa and the other in Winnipeg. The Ottawa facility houses the corporate head office, the gold refinery, and the production facilities for numismatic and bullion coins, medals and medallions. The Winnipeg Plant, which includes a plating facility produces all of Canada's circulation coins as well as circulation coins for foreign countries.

Public Works and Government Services

Defence Construction (1951) Limited

Appropriate Minister

The Honourable Scott Brison, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

John D. McLure

President and Chief Executive Officer

Ross Nicholls

Head Office

Place de Ville, Tower B
17th Floor
112 Kent Street
Ottawa ON
K1A 0K3
Telephone: (613) 998-4500
Facsimile: (613) 998-1218
Web site: www.dcc-cdc.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1951 by the *Defence Production Act* (R.S.C. 1985, c. D-1); continued under the *Canada Business Corporations Act*, November 21, 1978; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

Defence Construction (1951) Limited was created in 1951 to provide a wide variety of property-related services to support the Department of National Defence in the management of its facilities infrastructure needs.

Corporate Profile

Defence Construction (1951) Limited (DCC) provides service in the areas of contracting, contract management and other property related services in support of defence projects. DCC's involvement includes supporting the environmental programs of the Department of National Defence (DND), as well as its construction programs at home and abroad. All infrastructure work is implemented by private industry and DCC serves as an interface between DND and the contractors and suppliers contracted to complete the work. DCC's function is to ensure the financial and competitive integrity of the contracting process; devise sound contracts that protect the interests of both the government and those entrusted with implementation; and monitor and influence the time, cost and quality aspects of projects.

Transport

Atlantic Pilotage Authority

Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

Chairperson

Anne Soucie

Chief Executive Officer

R. Anthony McGuinness

Head Office

Suite 910
Cogswell Tower
2000 Barrington Street
Halifax NS
B3J 3K1
Telephone: (902) 426-2550
Facsimile: (902) 426-4004
Web site: www.atlanticpilotage.com

Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To establish, operate, maintain and administer, in the interest of safety, an efficient pilotage service within the designated waters set out in respect of the Authority. These objectives are to be achieved by establishing a fair and reasonable tariff.

Corporate Profile

In addition to providing pilotage services, the Atlantic Pilotage Authority (the Authority) with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Of the 33 pilotage areas in the Atlantic region, 16 are compulsory pilotage areas. The criteria for determining which ports should become compulsory are: the degree of difficulty and hazard in the approaches and within the port itself; the amount of vessel movement and the manoeuvrability of those vessels; the design of wharves and slips; the nature of the cargo; and environmental concerns and the preservation of the ecosystem.

Blue Water Bridge Authority

Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

Chairperson

Douglas G. Keddy

President and CEO

Dan M. Elash

Head Office

1 Bridge Street
Point Edward, ON
N7V 4J5
Phone: (519) 336-2720
Fax: (519) 336-7622
Web Site: www.bwba.org

Auditor

Auditor General of Canada

Incorporation and Status

1964 by the *Blue Water Bridge Authority Act;* became a federal Crown corporation listed in Schedule III, Part I of the *Financial Administration Act* on April 26, 2002; not an agent of Her Majesty.

Mandate

To operate, maintain and repair the Canadian halves of the two bridges spanning the St. Clair River between Sarnia, Ontario and Port Huron, Michigan and the approaches and structures.

Corporate Profile

The Blue Water Bridge Authority (BWBA) owns and operates the Canadian half of the Blue Water Bridge, located between Sarnia/Point Edward, Ontario, and Port Huron, Michigan. The American half is owned and operated by the Michigan Department of Transportation. The BWBA was created in 1964 by the *Blue Water Bridge Authority Act*, and was expected to become a bi-national authority. However, the U.S. has never exercised its option to appoint members, which would have created the bi-national authority. Because all members of the board of directors are appointed by the Governor in Council, the Blue Water Bridge Authority was deemed as a federal Crown corporation on April 26, 2002. The BWBA has the authority to set and charge tolls for the use of the bridge structures.

The Authority is in the process of preparing a renewable long-term plan for the Canadian Plaza. The plan is intended to guide development over the twenty-year period to 2022 and will include a staged implementation plan responsive to forecasted growth and financial resources in order to ensure BWBA's ability to meet future traffic demand.

Canadian Air Transport Security Authority

Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

Chairperson

Brian Flemming

President and Chief Executive Officer

Jacques Duchesneau

Head Office

13th Floor
99 Bank Street
Ottawa ON
K1P 6B9
Telephone: 1-888-294-2202
Facsimile: (613) 991-6726
Web site: www.catsa-acsta.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

2002 pursuant to the *Canadian Air Transport Security Authority Act*, as part of Bill C-49, the *Budget Implementation Act, 2001*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To be responsible for the effective and efficient delivery of several key aviation security services in Canada.

Corporate Profile

The Canadian Air Transport Security Authority (CATSA) is responsible for:

- Pre-board screening of passengers and their belongings;
- Acquisition, deployment, and maintenance of explosives detection equipment at airports;
- Federal contributions for airport policing related to civil aviation security measures;
- Implementation and oversight of the Canadian Air Carrier Protective Program, working with the RCMP to provide police on-board aircraft;
- Restricted Area Identification Card; and
- Non-Passenger screening.

CATSA is also responsible for any other air transport security functions that the Minister of Transport may assign to it, subject to any terms and conditions that the Minister may establish.

Federal Bridge Corporation Limited, The

Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

President and Chief Executive Officer

Michel Fournier

Head Office

Suite 1210
55 Metcalfe Street
Ottawa ON
K1P 6L5
Telephone: (613) 993-6880
Facsimile: (613) 993-6945
Web Site: www.federalbridge.ca

Auditor

Auditor General of Canada

Incorporation and Status

1998 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide users with safe and effective infrastructures at its two wholly owned subsidiaries, Jacques Cartier and Champlain Bridges Incorporated and The Seaway International Bridge Corporation Ltd., as well as at the Canadian facilities of the Thousand Islands Bridge.

Corporate Profile

The Federal Bridge Corporation Limited (FBCL) was incorporated in 1998 to assume the non-navigational management responsibilities of the St. Lawrence Seaway Authority.

FBCL is also responsible for the Jacques Cartier and Champlain Bridges Incorporated, the Seaway International Bridge Corporation, Ltd. and the activities of the Canadian half of the Thousand Islands International Bridge and also the Canadian half of the Sault Ste. Marie International Bridge.

The Corporation and its subsidiary, St. Mary's River Bridge Company, as well as its joint venture, the Seaway International Bridge Corporation, Ltd., finance their activities through their operating revenue, while the subsidiary, the Jacques Cartier and Champlain Bridges Incorporated, depends on the Government of Canada for its financing.

Great Lakes Pilotage Authority

Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

Chairperson

Brian C. Ducharme

Chief Executive Officer

Robert F. Lemire

Head Office

2nd Floor
202 Pitt Street
PO Box 95
Cornwall ON
K6H 5R9
Telephone: (613) 933-2991
Facsimile: (613) 932-3793
E-mail: glpa@cnwl.igs.net

Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); incorporated under the *Canada Corporations Act* in May 1972 as a subsidiary of The St. Lawrence Seaway Authority; deemed to be a parent corporation within the meaning of the *Financial Administration Act* and listed in Schedule III, Part I of that Act; became a parent corporation on October 1, 1998 pursuant to the *Canada Marine Act*; not an agent of Her Majesty.

Mandate

To establish, maintain and administer a safe and efficient pilotage service in all Canadian waters in Ontario and Manitoba, as well as in Quebec south of the northern entrance to the St. Lambert Lock.

Corporate Profile

In addition to providing pilotage services, the Great Lakes Pilotage Authority, with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

The Authority coordinates its operations with a number of other organizations such as the St. Lawrence Seaway Management Corporation and the United States Seaway Development Corporation which operate the lock facilities and maintain a traffic control system within the region. Other organizations involved are the Canadian Coast Guard, which provides aids to navigation, and the United States Coast Guard, which is responsible for United States pilotage matters in international waters.

Laurentian Pilotage Authority

Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

Chairperson

Gilles Champagne

President and Chief Executive Officer

Jean-Claude Michaud

Head Office

Suite 1501
555 Réné-Lévesque Blvd. West
Montreal QC
H2Z 1B1
Telephone: (514) 283-6320
Facsimile: (514) 496-2409
E-mail: apl@apl.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To operate, maintain and administer a safe and efficient pilotage service in the St. Lawrence River between Les Escoumins and the north end of the St. Lambert Lock, in the Saguenay River and in Chaleur Bay north of Cap d'Espoir.

Corporate Profile

The Laurentian Pilotage Authority serves three mandatory pilotage districts: one for the Port of Montreal, another for the navigable waters between Montreal and Quebec City, and a third for the navigable waters between Quebec City and Les Escoumins including the Saguenay River. The Authority owns and operates a pilot station at Les Escoumins with pilot boats capable of carrying pilots year round. The pilot boat services at Quebec City, Trois-Rivières, Sorel, Lanoraie and Montreal are served by private companies under contract to the Authority.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Marine Atlantic Inc.

Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

Acting Chairperson

Vincent MacLean

President and Chief Executive Officer

Roger Flood

Head Office

10 Fort William Place, Suite 802
Baine Johnston Centre
St. John's NL
A1C 1K4
Telephone: (709) 772-8957
Facsimile: (709) 772-8956
Web site: www.marine-atlantic.ca

Auditor

Auditor General of Canada

Incorporation and Status

1979 by the *Canada Business Corporations Act*; status and ownership changed as of December 31, 1986, pursuant to the *Marine Atlantic Inc. Acquisition Authorization Act* (S.C. 1986, c. 36); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To provide our customers with a safe, environmentally responsible and quality Newfoundland-mainland ferry service in a reliable, courteous and cost-effective manner.

Corporate Profile

Marine Atlantic Inc. has provided continuous ferry services between Newfoundland and Nova Scotia for over 100 years. In addition to the constitutionally guaranteed ferry link between North Sydney, Nova Scotia and Port aux Basques, Newfoundland, Marine Atlantic continues to operate a seasonal alternative service between Argentia, Newfoundland and North Sydney.

The federal government through operating contracts with Transport Canada financially supports the Corporation's operations. Marine Atlantic Inc. owns and operates four ocean-going ferry vessels and three ferry terminals.

Marine Atlantic Inc. continues to have a strong economic presence in the region; it plays an important role in Newfoundland's commerce and tourism industry.

Pacific Pilotage Authority

Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

Chairperson

Maurice Fellis

Chief Executive Officer

Dennis B. McLennan

Head Office

1000-1130 West Pender Street
Vancouver BC
V6E 4A4
Telephone: (604) 666-6771
Facsimile: (604) 666-1647
E-mail: admins@ppa.gc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To establish, operate, maintain and administer a safe, reliable and efficient pilotage service in the coastal waters of British Columbia including the Fraser River.

Corporate Profile

The Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed towards maintaining financial self-sufficiency through tariffs. Coastal pilotage services are provided by the British Columbia Coast Pilots Ltd., under an agreement for services. Pilotage services on the Fraser River are provided by employee pilots.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Ridley Terminals Inc.

Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

Chairperson and Chief Executive Officer

Michael Tarr

President and Chief Operating Officer

Gregory A. Slocombe

Head Office

PO Bag 8000
Prince Rupert, British Columbia
V8J 4H3
Telephone: (250) 624-9511
Facsimile: (250) 624-4990
Web site: www.rti.ca

Auditor

Auditor General of Canada

Incorporation and Status

1981 under the *Canada Business Corporations Act*; became a wholly owned subsidiary of the Canada Ports Corporation in 1991; on November 1, 2000 pursuant to section 177 of the *Canada Marine Act* (R.S.C. 1998, c.10), Ridley Terminals Inc. became a parent Crown corporation; Schedule III, Part I, *Financial Administration Act*; not an agent of Her Majesty.

Mandate

As a marine terminal, to provide continuous, high quality and high performance rail car unloading, product storage and loading services.

Corporate Profile

Ridley Terminals Inc. (RTI) owns and operates a marine terminal on Ridley Island in Prince Rupert, B.C. Its train unloading and ship loading infrastructure and equipment are located on land leased from the Prince Rupert Port Authority. RTI plays an important role in supporting Canada's export coal business and is pursuing diversification into sulphur and other commodities.

The company's focus is to increase the value of Canada's investment in the terminal, to support the local community of Prince Rupert, and to help Canadian shippers compete more effectively in the international market by minimizing transportation costs.

In 2003, the federal government invited proposals for Ridley Terminals Inc. to access the level of commercial interest in the terminal, as the government proceeds with its consideration of options for the future of Ridley Terminals Inc.

VIA Rail Canada Inc.

Appropriate Minister

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

Acting Chairperson

Anthony Friend

Acting President and Chief Executive Officer

Paul Côté

Head Office

6th Floor
2 Place Ville Marie
PO Box 8116, Station A
Montreal QC
H3C 3N3
Telephone: (514) 871-6000
Facsimile: (514) 871-6619
Web site: www.viarail.ca

Auditor

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1977 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage and provide a safe and efficient passenger rail service.

Corporate Profile

VIA Rail Canada Inc. (VIA Rail) is Canada's national passenger rail company. Since its creation in 1977, the Corporation has operated passenger trains on a cross-Canada network stretching from the Atlantic Ocean to the Pacific Ocean and from the Great Lakes to Hudson Bay. VIA Rail operates more than 480 trains weekly on 14,000 kilometres of track, connecting over 450 communities across the country.

VIA Rail's network is made up of four main products groups:

- In Western Canada, providing year round inter city passenger transportation services while also catering to domestic and foreign tourism markets;
- In the Quebec City-Windsor Corridor, providing intercity passenger service between central Canada's largest business centers;
- In Atlantic Canada, linking the region with central Canada via the Montreal and Halifax, and Montreal through the Gaspé Peninsula routes; and
- In rural and remote areas, where VIA operates services mandated by the government to meet regional transportation needs.

Treasury Board

Public Sector Pension Investment Board

Appropriate Minister

The Honourable Reg Alcock, P.C., M.P.
President of the Treasury Board and Minister
Responsible for The Canadian Wheat Board

Chairperson

Paul Cantor

President and Chief Executive Officer

Gordon J. Fyfe

Head Office

Suite 1500
50 O'Connor Street
Ottawa ON K1P 6L2
Telephone (613) 782-3095
Facsimile (613) 782-6864

Montreal Office

Suite 2030
1250 René-Lévesque Blvd. West
Montreal QC H3B 4W8
Telephone: (514) 937-2772
Facsimile (514) 937-3155
Web site: www.investpsp.ca

Auditor

Deloitte & Touche LLP

Incorporation and Status

1999 pursuant to the *Public Sector Pension Investment Board Act* (S.C. 1999, c. 34); exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage the amounts that are transferred to the Investment Board pursuant to sections of the *Canadian Forces Superannuation Act*, the *Public Service Superannuation Act* and the *Royal Canadian Mounted Police Superannuation Act* in the best interests of the contributors and beneficiaries under those Acts and to maximize investment returns without undue risk of loss.

Corporate Profile

The Public Sector Pension Investment Board (the Investment Board) was established pursuant to the *Public Sector Pension Investment Board Act* to invest in financial markets the funds transferred to it, after April 1, 2000, by the Government of Canada for the Canadian Forces, federal Public Service and Royal Canadian Mounted Police pension plans.